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26th Annual National Logistics Conference & Exhibition

"Defense Logistics in an Era of Change: Strategically Focused, Operationally Engaged, and Committed to Professional Development"

Miami, FL

12 – 15 April 2010

Agenda

Tuesday , April 13, 2010

"JOINT AND COALITION LOGISTICS: STRATEGICALLY FOCUSED FOR EFFECTIVENESS AND EFFICIENCY"

Panel Discussion: *"The Logistics Future - Emerging Concepts, Evolving Plans and their Operational Impact"*

Moderator: LTG Kathleen Gainey, USA, Director for Logistics J4, The Joint Staff

Panelists:

- RADM Kathleen Dussault, SC, USN, Director, Supply, Ordnance and Logistics Operations Division, Office of the Chief of Naval Operations (OPNAV N41)

Luncheon Speaker

- BrigGen Mike Dana, USMC, Director of Logistics & Engineering, J4, NORAD and USNORTHCOM Col Alex Vohr, USMC, Director of Logistics, J4, USSOUTHCOM

Panel Discussion: *"Logistics and the Interagency"*

Wednesday, April 14, 2010

"DEPARTMENT, SERVICE AND AGENCY LOGISTICS: ENGAGING THE CHALLENGES AND INITIATIVES OF FORCE PROVIDERS AND SUSTAINERS"

"Joint Logistics Leadership Fireside Chat"

Panelists:

- LTG Kathleen Gainey, USA, Director for Logistics J4, The Joint Staff
- RADM Kathleen Dussault, SC, USN, Director, Supply, Ordnance and Logistics Operations Division, Office of the Chief of Naval Operations (OPNAV N41)

Luncheon Speaker

- VADM Alan Thompson, SC, USN, Director, DLA

Panel Discussion: *"Weapons Systems Life Cycle Support"*

Moderator: Mr. Randy Fowler, Assistant Deputy Under Secretary of Defense, Materiel Readiness

Panel Discussion: *"Logistics Information Technology - The Most Critical Enabler, from Industry to the Warrior and Back Again"*

Moderator: Mr. John Erb, Vice President, Integrated Services and Support, GDIT

Panelists:

- Mr. Keith Seaman, Defense Business Systems Acquisition Executive
- Mr. Gary Motsek, Assistant Deputy Under Secretary of Defense, Program Support
- MG Jim Chambers, USA, Commanding General, U.S. Army CASCOM

Thursday, April 15, 2010

“COMMITTED TO LOGISTICS PROFESSIONAL DEVELOPMENT AND EDUCATION”

Keynote Speaker

- Mr. Frank J. Anderson, Jr., President, Defense Acquisition University

Panel Discussion: *“Logistics Workforce Education and Human Capital Initiatives: The Impact on People, Processes and Readiness”*

Moderator and Presenter: LTG “Chris” Christianson, USA (Ret), Director, Center for Joint and Strategic Logistics, National Defense University

Panelists:

- MG Robert Williams, USA, Commandant, U.S. Army War College
- Mr. Abe Zwany, Senior Vice President, Human Capital Leadership and Management, Booz Allen Hamilton

26TH ANNUAL NATIONAL LOGISTICS

CONFERENCE & EXHIBITION
**Defense Logistics in an Era of Change:
Strategically Focused, Operationally Engaged, and
Committed to Professional Development**



Panel Topics:

- ▶ Joint Logistics Leadership Fireside Chat
- ▶ Logistics Future - Emerging Concepts, Evolving Plans and their Operational Impact
- ▶ Effective Joint Logistics Operations: Planning, Deployment, Defensive, Offensive and Stability Operations
- ▶ Logistics and the Interagency
- ▶ Department, Service and Agency Logistics: Engaging the Challenges and Initiatives of Force Providers and Sustainers
- ▶ Weapons Systems Life Cycle Support
- ▶ Logistics Workforce Education and Human Capital Initiatives: The Impact on People, Processes and Readiness

APRIL 12-15, 2010

WWW.NDIA.ORG/MEETINGS/0730

HYATT REGENCY MIAMI ▶ MIAMI, FLORIDA



VADM Gordon S. Holder, USN (Ret)
*Chairman, NDIA Logistics Management
Division; Vice President, Booz Allen
Hamilton*

The war on terrorism continues, and the economic crisis of 2008 and 2009 has had a significant effect on the entire Nation, and especially the Department of Defense.

The Nation is focused on national economic recovery. In the meantime, the Congress has decreed the weapons systems reform act, and the department is trying to ensure maintenance of effectiveness while increasing the efficiency of those very systems across the life cycle. The logistics systems that support virtually every system in the inventory, as well as the individual commodities that our war-fighters need around the world must be properly managed and maintained. Our military force is shifting from Iraq, which will hopefully become a peace keeping and training operation, to Afghanistan, which is a combination of terrorists elimination and nation building that is dependent on many contributions from U.S, allied, and coalition forces.

As our forces shift from Iraq to Afghanistan, we must ensure they have the required support. Logistics continues to be a significant contributor not only to the success of operations, but to the balance between efficiency and effectiveness. Supporting a new focus, and being prepared for what's next, such as January's catastrophic earthquake in Haiti is always a challenge when

the requirement is not well defined, but such is the lot of the logistician whether in government or commercial business. Understanding the ramifications of change, learning the lessons that have been taught on the field of battle, conducting the humanitarian operations and educating a force not only in its basic competencies but in the joint, unified, and multi-agency world is a significant challenge that our logistics leadership continues to face on a daily basis. Supporting this effort requires a willingness to change and evolve, not only in our military forces, but also in all the commercial sectors that support them. Our logistics capabilities must continue to be increasingly dynamic with greater interoperability, infused with new ideas, processes, and systems to support our operational personnel, regardless of whether they are in military uniform or not. The continuing efforts to align the educational processes of our logistics capabilities require the consistent energy and commitment that have been reflected throughout the defense department the past several years. The increased emphasis on small business interoperability in the market causes us to examine our relationships for the good of the clients we serve.

Our 2010 theme, **"Defense Logistics in an Era of Change: Strategically Focused, Operationally Engaged, and Committed to Professional Development"** again follows on the themes of previous years enabling us to examine performance, and measure the outputs that are needed by the operators around the world. To focus us, each day of the conference will feature a theme that will hopefully cause all of us to increase our awareness and need for interoperability across the government and commercial logistics world.

During the conference, three national-level awards for logistics excellence will be presented. Established in 1956 with a focus on industry, the Edward M. Greer Award stimulates thought and action of benefit to industry and the public by encouraging solutions to troublesome maintenance and integrated logistics support planning techniques. The Logistician Emeritus Award, established in 1980, will again be presented to an individual in government who has demonstrated outstanding competence and has made a substantial contribution in the field of national security logistics. Again this year we are honored to present the DoD Award for Supply Chain Operational Excellence on behalf of the Office of the Secretary of Defense (AT&L).

NDIA's Annual National Logistics Conference & Exhibition is one of the premier national-level forums for exchanging ideas and sharing insights into improving the support to our nation's warfighters across the spectrum of military operations. The conference brings together the senior logistics policy officials and senior practitioners attracting high-caliber government and industry participants. This conference presents yet another opportunity for logistics leaders to address their policy and resource allocation challenges in terms of today's urgent challenges. In addition, the expanded exhibit forum will again highlight the best cutting-edge technologies being developed to support our war fighters in an efficient, interoperable manner.

You have an important role on the war fighter's logistics team that consists of industry, government, and academia from both domestic and a growing number of international organizations. We share a mutual goal by seeking effective and efficient solutions to exceed the needs of our deserving customers in harm's way: Soldiers, Sailors, Airmen, Marines and Coast Guardsmen.

Our sponsor, the National Defense Industrial Association, Logistics Management Division, supported by the Office of the Secretary of Defense (Acquisition, Technology and Logistics) and the Logistics Directorate, J4, The Joint Staff, is committed to bringing you a world-class forum for an exchange of ideas that will help make your organizational and business strategy a reality. **Please join us by actively participating as we share information with this focus throughout the event, then share knowledge and enthusiasm by bringing it back to your organizations.**

REGISTRATION

	Early (On/Before 02/19)	Regular (02/20 – 04/2)	Late/Onsite (After 04/2)
Government/ Academia	\$715	\$790	\$865
Industry NDIA Member & Affiliates (NTSA, AFEL, PSA, WID)	\$815	\$900	\$985
Industry Non- NDIA Member	\$895	\$985	\$1085
Dinner Cruise Guest Fee	\$75		

Register online by visiting the conference website at www.ndia.org/meetings/0730. Online registration will close at 5:00 pm EST on April 2, 2010. You may also fax the registration form found in this brochure to (703) 522-1885 or mail to National Defense Industrial Association, Event #0730, 2111 Wilson Blvd., Suite 400, Arlington, VA 22201. Payment must be made at the time of registration. Registrations will not be taken over the phone. In order for your name to appear in the onsite attendee roster, you must register for the conference by April 2, 2010. After this date, you must register onsite in Miami.

HOTEL INFORMATION

A block of rooms has been reserved at the Hyatt Regency Miami, 400 SE Second Avenue, Miami, Florida, 33131. In order to ensure the discounted NDIA rate, please make reservations early and ask for the NDIA room block. Rooms will not be held after March 16, 2010 and may sell out before then. Rates are also subject to increase after this date.

Industry Rate – \$199

Government Rate – \$119*

You may book your reservation by calling the Hyatt Regency Miami directly at (305) 358-1234.

**The per diem rate is available only to active duty or civilian government employees. ID will be required upon check-in. Retired military do not qualify for the government rate.*

ATTIRE

Conference attire is business for civilians and Class A uniform for military. In addition, your identification badge, received upon conference check-in, must be worn at all times.

SPECIAL NEEDS

NDIA supports the Americans with Disabilities Act of 1990. Attendees with special needs should contact Kelly Seymour, Meeting Planner, NDIA, at (703) 247-2583 or kseymour@ndia.org prior to April 2, 2010.

CANCELLATION POLICY

All cancellations received will incur a \$75 cancellation fee. No refunds for cancellations received after 4/2/10.

Substitutions welcome in lieu of cancellations! Cancellations and substitutions must be made in writing to kseymour@ndia.org.

PROMOTIONAL PARTNERSHIP OPPORTUNITIES

Increase your company or organization's exposure at this premier event by becoming a Promotional Partner! With a Promotional Partnership of \$5,000, you will receive your organization's name on the back cover of the onsite brochure, a 350-word organization description in the onsite brochure, main podium recognition throughout the conference, signage at all events including the opening reception, and a hotlink on the conference website to your organization's website. For information, please contact Sam Campagna, Assistant Vice President of Operations, at (703) 247-2544 or scampagna@ndia.org.

MONDAY, APRIL 12

7:00 am Depart Hyatt for Golf Outing at Normandy Shores Golf Course - Miami Beach
Pre-Registration is required (see form attached)
Normandy Shores Golf Course is located 8.5 miles from the Hyatt Regency Miami. Transportation to/from the golf course will not be provided, however, if you need assistance in finding transportation, please contact Kelly Seymour at (703) 247-2583 or kseymour@ndia.org. The cost to rent clubs is not included in the registration fee, you will have to contact Normandy Shores directly to reserve them at (305) 868-6502.

9:00 am - 7:00 pm Registration

5:30 pm - 7:00 pm Exhibit Hall Open
Welcome Reception

TUESDAY, APRIL 13

“JOINT AND COALITION LOGISTICS: STRATEGICALLY FOCUSED FOR EFFECTIVENESS AND EFFICIENCY”

7:00 am Continental Breakfast in Exhibit Hall
Registration Open

8:00 am Welcome Remarks
▶ VADM Gordon Holder, USN (Ret), *Senior Vice President, Booz Allen Hamilton; NDIA Logistics Management Division and Conference Chairman*

8:10 am Welcome Remarks
▶ MG Barry Bates, USA (Ret), *Vice President, Operations, National Defense Industrial Association*

8:15 am Government Keynote
▶ Honorable Dr. Ashton Carter, *Under Secretary of Defense for Acquisition, Technology & Logistics*

8:35 am Industry Keynote
▶ Mr. Dan Johnson, *President, General Dynamics Information Technology*

8:55 am Combined Q & A

9:15 am Break in Exhibit Hall

10:00 am Panel Discussion
“The Logistics Future - Emerging Concepts, Evolving Plans and their Operational Impact”

Moderator: LTG Kathleen Gainey, USA, *Director for Logistics J4, The Joint Staff*

Panelists:

- ▶ Dr. Janine Davidson, *Deputy Assistant Secretary of Defense for Plans*
- ▶ Mr. Alan Estevez, *Principal Deputy Assistant Secretary of Defense for Logistics and Materiel Readiness*
- ▶ RADM Kathleen Dussault, SC, USN, *Director, Supply, Ordnance and Logistics Operations Division, Office of the Chief of Naval Operations (OPNAV N41)*

12:00 pm Luncheon Speaker

- ▶ BrigGen Mike Dana, USMC, *Director of Logistics & Engineering, J4, NORAD and USNORTHCOM*
- ▶ Col Alex Vohr, USMC, *Director of Logistics, J4, USSOUTHCOM*

1:30 pm Afternoon Kickoff

- ▶ LTG Kathleen Gainey, USA, *Director for Logistics J4, The Joint Staff*

1:45 pm Panel Discussion

“Effective Joint Logistics Operations: Planning, Deployment, Defensive, Offensive and Stability Operations”

Moderator: MG Ken Dowd, USA, *J4, USCENTCOM*

Panelists:

- ▶ RDML Andy Brown, SC, USN, *J4, USEUCOM (Invited)*
- ▶ MG Mike Lally, USA, *Director Operations and Plans J3, USTRANSCOM*
- ▶ Maj Gen Jeff Mason, *United Kingdom MOD (Invited)*
- ▶ LTG Bobby Dail, USA (Ret), *President, Supreme Group USA*

3:00 pm Break in Exhibit Hall

3:30 pm Panel Discussion

“Logistics and the Interagency”

Moderator: CAPT Randy Onders, SC, USN, *Multi-National Division Chief, JCS J4*

Panelists:

- ▶ Brig Gen Rick Martin, USAF, *AFRICOM*
- ▶ RDML Tom Ostebo, USCG, *Assistant Commandant for Logistics and Engineering*
- ▶ Ms. Sharie Bourbeau, *Deputy Under Secretary for Management, Department of Homeland Security*
- ▶ Mr. William Moser, *Deputy Assistant Secretary of State for Logistics Management*
- ▶ Ms. Susan Reichle, *Deputy Assistant Administrator for Democracy, Conflict and Humanitarian Assistance, USAID*
- ▶ Mr. Eric Smith, *Assistant Administrator, Logistics Management Directorate, FEMA*

5:30 pm - 7:00 pm Reception in the Exhibit Hall

WEDNESDAY, APRIL 14

“DEPARTMENT, SERVICE AND AGENCY LOGISTICS: ENGAGING THE CHALLENGES AND INITIATIVES OF FORCE PROVIDERS AND SUSTAINERS”

ALL EXHIBITORS ARE ENCOURAGED TO ATTEND THE MORNING KEYNOTE AND JOINT LOGISTICS FIRESIDE CHAT PANEL.

7:00 am Continental Breakfast in Exhibit Hall

Registration Open

8:00 am Government Keynote

- ▶ VADM Kevin McCoy, USN, *Commander, Naval Sea Systems Command*

9:00 am Break in Regency Ballroom Foyer

9:30 am “Joint Logistics Leadership Fireside Chat”

Moderator: VADM Gordon Holder, USN (Ret), *Senior Vice President, Booz Allen Hamilton; NDIA Logistics Management Division and Conference Chairman*

Panelists:

- ▶ LTG Kathleen Gainey, USA, *Director for Logistics J4, The Joint Staff*
- ▶ RADM Kathleen Dussault, SC, USN, *Director, Supply, Ordnance and Logistics Operations Division, Office of the Chief of Naval Operations (OPNAV N41)*
- ▶ MG Bob Radin, USA, *Deputy G4*
- ▶ Lt Gen Loren Reno, USAF, *Deputy Chief of Staff for Logistics, Installations and Mission Support*
- ▶ LtGen Frank Panter, USMC, *Deputy Commandant, Installations and Logistics*
- ▶ VADM Mark Harnitchek, USN, *Deputy Commander, USTRANSCOM*
- ▶ VADM Alan Thompson, SC, USN, *Director, DLA*
- ▶ Mr. Alan Estevez, *Principal Deputy Assistant Secretary of Defense for Logistics and Materiel Readiness*

12:00 pm Luncheon Speaker

- ▶ VADM Alan Thompson, SC, USN, *Director, DLA*

2:00 pm Panel Discussion
“Weapons Systems Life Cycle Support”

Moderator: Mr. Randy Fowler, *Assistant Deputy Under Secretary of Defense, Materiel Readiness*

Panelists:

- ▶ RDML Dave Baucom, USN, *Deputy Assistant Secretary of the Navy for Acquisition & Logistics Management*
- ▶ BrigGen James Kessler, USMC, *Commander, Marine Corps Logistics Command*
- ▶ RDML Vince Griffith, USN, *Commander, Defense Supply Center Richmond*
- ▶ Mr. Lou Kratz, *Vice President, Logistics & Sustainment, Lockheed Martin Corporation*

3:30 pm Break in Exhibit Hall

4:00 pm Exhibit Hall Closes

4:00 pm Panel Discussion
“Logistics Information Technology - The Most Critical Enabler, from Industry to the Warrior and Back Again”

Moderator: Mr. John Erb, *Vice President, Integrated Services and Support, GDIT*

Panelists:

- ▶ Mr. Keith Seaman, *Defense Business Systems Acquisition Executive*
- ▶ Mr. Gary Motsek, *Assistant Deputy Under Secretary of Defense, Program Support*
- ▶ MG Jim Chambers, USA, *Commanding General, U.S. Army CASCOT*
- ▶ Mr. Joe Sifer, *Senior Vice President, Information Technology, Booz Allen Hamilton*

6:15 pm Board the Lady Windridge for the Dinner Boat Cruise

THURSDAY, APRIL 15

“COMMITTED TO LOGISTICS PROFESSIONAL DEVELOPMENT AND EDUCATION”

7:00 am Continental Breakfast in Regency Ballroom Foyer
Registration Open

8:00 am Keynote Speaker
▶ Mr. Frank J. Anderson, Jr., *President, Defense Acquisition University*

8:40 am Panel Discussion
“*Logistics Workforce Education and Human Capital Initiatives: The Impact on People, Processes and Readiness*”

Moderator and Presenter: LTG “Chris” Christianson, USA (Ret), *Director, Center for Joint and Strategic Logistics, National Defense University*

Panelists:

- ▶ MG Robert Williams, USA, *Commandant, U.S. Army War College*
- ▶ Mr. Joe Andraski, *President and CEO, Voluntary Interindustry Commerce Solutions (VICS) Association*
- ▶ Dr. Chris Caplice, *Executive Director, Massachusetts Institute of Technology, Center for Technology and Logistics*
- ▶ Mr. Abe Zwany, *Senior Vice President, Human Capital Leadership and Management, Booz Allen Hamilton*

10:30 am Break in Regency Ballroom Foyer

10:45 am Closing Keynote Speaker
▶ Gen Duncan McNabb, USAF, *Commander, USTRANSCOM*

12:00 pm Luncheon and Award Presentations

- ▶ Mr. Paul Peters, *Assistant Deputy Under Secretary of Defense for Supply Chain Integration*
Presentation of the following award:
 - ▶ The DoD Supply Chain Operational Excellence Award
- ▶ Gen Duncan McNabb, USAF, *Commander, USTRANSCOM*
Presentation of the following awards:
 - ▶ The Edward M. Greer Award
Recipient: Mr. Joe Davis, General Manager, Saddle Butte Systems
 - ▶ The Logistician Emeritus Award
Recipient: LTG Robert Dail, USA (Ret), President, Supreme Group, USA

1:30 pm Closing Comments and Adjourn
▶ VADM Gordon Holder, USN (Ret), *Senior Vice President, Booz Allen Hamilton; NDIA Logistics Management Division and Conference Chairman*

Exhibit Personnel Registration:

Each exhibiting organization will be entitled to two complimentary registrations. Complimentary registrations will allow admittance to all conference and exhibition events including receptions, meal functions, and sessions.

Dinner Cruise:

Exhibitors, don't miss out on this popular event! Network with industry and government attendees on the Windridge Yacht on Wednesday, April 14, 2010. Registered exhibitors may attend free of charge, but must fill out the cruise registration form found on the conference website: www.ndia.org/meetings/0730. You must be a registered exhibitor for your separate dinner cruise registration to be processed.

Exhibit Rate Includes:

- ▶ All scheduled meal events including lunches, breakfasts, etc.
- ▶ Two complimentary full conference registrations
- ▶ Conference attendee roster (onsite)
- ▶ Company profile online
- ▶ 24-hour security
- ▶ Fabric back and side walls
- ▶ 7" x 44" ID sign for booth
- ▶ Full access to social networking functions

Exhibit Questions?

Please contact Dennis Tharp, Exhibits Manager, with all exhibitor inquiries at (703) 247-2584 or dtharp@ndia.org.

EXHIBIT INFORMATION

NDIA invites you to take advantage of the tremendous opportunity to demonstrate your organization's products and services to a specialized community by exhibiting at this year's event!

As of 3-17-10



Exhibit Hours:

Monday, April 12:
5:30pm - 7:00pm Opening Reception

Tuesday, April 13:
7:00am - 7:00pm

Wednesday, April 14:
1:30pm - 4:00pm (note exhibit hall is closed in the morning)

Cost to Exhibit:

NDIA Corporate Members*: \$24.50/sq.ft.
Non-Members: \$29.50/sq.ft.

*Rate applies to bona-fide government organizations

Reserving Booth Space:

To view, schedule, and reserve booth space in real time, please visit:
<http://exhibits.ndia.org/0730>

AWARDS

During the conference, the Edward M. Greer, the Logistician Emeritus Award, and the DoD Award for Supply Chain Operational Excellence will be presented. Nominations for the Greer and Emeritus awards will be accepted until February 1, 2009. Nominations should be sent to Sam Campagna at scampagna@ndia.org and must contain the individual's accomplishments and rationale for the nomination.

The Edward M. Greer Award

The Greer Award is presented annually to an industry individual in recognition of noteworthy contributions or meritorious service to the Department of Defense in the area of integrated logistics support engineering and its implementation in maintenance and product support. The award was established in 1956 by Greer Hydraulics, Inc., to stimulate thought and develop programs which will benefit industry and the public. The award program encourages solutions to troublesome maintenance problems or to the development of integrated logistics support planning techniques to be employed in their solution. The award is presented in honor of its originator, Edward M. Greer.

The Logistician Emeritus Award

The Logistician Emeritus Award is presented to an individual who has demonstrated outstanding competence and has made a substantial contribution in the field of national security logistics while serving in a governmental position. The award was established by the Logistics Management Division in 1980 as a means of recognizing deserving individuals.

DoD Award for Supply Chain Operational Excellence

The Assistant Secretary of Defense for Logistics and Materiel Readiness (ASD(L&MR)) is partnering with the Supply-Chain Council and the National Defense Industrial Association (NDIA), to sponsor the tenth annual Department of Defense (DoD) Award for Supply Chain Operational Excellence to recognize projects that demonstrate significant improvements in supply chain management. The DoD Award for Supply Chain Operational Excellence provides a showcase for innovative management and technology tools we are using to improve our supply chain efficiency and effectiveness in order to enhance our support to the warfighter. The award honors organizations that have made exceptional progress through innovative development or adoption of the best supply chain practices. Last year, the United States Transportation Command received the award for its Supply Chain Operations Reference (SCOR) model base Distribution Process Owner (DPO) Strategic Opportunities (DSO) to improve the efficiency of the DoD-wide distribution processes.

Edward M. Greer Award Winners

2008 George Pearl, SAIC
2007 Eric Stange, Accenture
2006 John Bezner, Lockheed Martin Corporation
2005 Joseph Grosson, Lockheed Martin Corporation
2004 David Spong, Boeing Integrated Defense Systems
2003 Hyman L. Shulman, Rand Corporation
2002 Timothy M. Raupp, Oshkosh Truck Corporation
2001 Carl M. Albero, American Systems Engineering Corporation, LLC
2000 James C. Restelli, The Boeing Company
1999 Jack D. Garrison, Lockheed Martin Corporation
1996 Curtis B. Barton, Raytheon Company
1995 W. B. "Zim" Zimmerman, Lockheed Martin
1994 John B. Tiller, Raytheon Company
1993 R. Noel Longuemare, Westinghouse Electronics Systems Group
1992 William E. Rogers, Martin Marietta (Posthumously)
1991 Donald B. Hall, Logistics Management Engineering, Inc.
1990 Russell A. Van de Steeg, Hughes Aircraft
1989 Thomas H. Roberts, Lockheed Electronics Company
1988 Harold B. Stromfeltz, Northrop Grumman
1987 Edwin L. Curll, Westinghouse Electronics Corporation
1986 Siegfried Goldstein, Siegfried Enterprises, Inc.
1985 Ralph H. Shapiro, Hughes Aircraft Company
1984 Richard L. Hale, Westinghouse Electric Corporation
1983 Ernest H. Manuel, ITT Corporation
1982 Vernon E. Teig, McDonnell Aircraft Corporation
1981 Richard D. Webster, Westinghouse Electric Corporation
1980 Joseop R. Garafolo, Hughes Aircraft Company
1979 George Beck, Jr., Westinghouse Electric Corporation
1978 Barry J. Shillito, Teledyne, Inc.
1977 Walter C. Klass, McDonnell Douglas Astronautics
1976 Paul M. Boyer, Westinghouse Electric Corporation
1975 Donald R. Earles, Raytheon Company
1974 Edwin R. Fallon, Jr., Logistics Management Engineering
1973 Reynold R. Gardner, Hughes Aircraft Company
1972 John W. Brehl, Grumman Aerospace Corporation
1971 John E. Losee, McDonnell Douglas Corporation
1970 James L. Carpenter, Jr., Martin Marietta Corporation
1969 Fred T. Carlson, The Boeing Company
1968 Jay E. Reddicks, Hughes Aircraft Company
1967 Richard R. Hagland, Collins Radio Company
1966 Robert N. Johns, Douglas Aircraft Company
1965 Douglas Aircraft Company, Inc.
1964 A. C. Martin, Westinghouse Electric Corporation
1963 North American Aviation, Inc.
1962 Dr. E. T. Ferraro, General Precision, Inc.
1961 P. N. Jansen, Sr., The Boeing Company
1960 Hughes Aircraft Company
1959 B. Edelman, Western Electric Company

Logistics Emeritus Award Winners

2009 LTG C.V. Christianson, USA (Ret)
2008 LTG John J. Cusick, USA (Ret), MPRI
2007 VADM Keith W. Lippert, USN (Ret)
2006 Gen John W. Handy, USAF (Ret)
2005 VADM Gordon S. Holder, USN (Ret)
2004 LTG Charles S. Mahan, Jr., USA (Ret)
2003 LTG Roy E. Beauchamp, USA (Ret)
2002 LTG Mike McDuffie, USA (Ret)
2001 Mr. James B. Emahiser, DoD (Retired)
2000 Maj Gen John F. Phillips, USAF (Ret)
1999 Mr. Eric A. Orsini, DASA (Logistics)
1998 GEN William G. T. Tuttle, Jr., USA (Ret)
1988 Mr. Richard G. Bruner, Former Executive Director, DLA
1987 Maj Gen Monroe T. Smith, USAF (Ret)
1986 Mr. Edwin Greiner, US Army Materiel Command
1985 ADM Isaac C. Kidd, Jr., USN (Ret)
1984 RADM Duncan P. McGillivray, USN (Ret)
1983 Maj Gen Graham W. Rider, USAF (Ret)
1982 Maj Gen Martin C. Fulcher, USAF (Ret)
1981 Lt Gen George Rhodes, USAF (Ret)
1980 LTG Joseph M. Heiser, USA (Ret)

Golf Outing Registration Form

Join your fellow government and industry colleagues for a day of golf!

Date: Monday, April 12, 2010
Depart Hyatt: 7:00 a.m.
Tee-Off: 8:30 a.m.
Cost: \$140 (greens fees, carts, awards, and refreshments)
Location: Normandy Shores Golf Course - Miami Beach
2401 Biarritz Drive, Miami Beach, FL 33141

Name _____ Signature _____
Organization _____
Organization Address _____
City _____ State _____ Zip _____
Phone _____
E-mail _____

☐ I will need to rent clubs from Normandy Shores Golf Course (Club rental is **excluded** from the registration cost)

Your handicap is _____. If you do not have a USGA handicap, please list your best score for 18 holes during the last 12 months: _____. Teams of 4 will be created at random. However, every attempt will be made to accommodate your requests for team players. Below, please list any individuals with whom you wish to be teamed.

You must be registered for the conference in order to register for the golf outing. Payment in full must accompany registration.

If paying by credit card, please fax this form with payment information filled out to the right, to:

NDIA - Kelly Seymour
703-522-1885

If paying by check, please mail this form with payment to:

NDIA - Kelly Seymour
Event 0730
2111 Wilson Blvd., Suite 400
Arlington, VA 22201

Payment Options

- ☐ Check (*Payable to NDIA - Event #0730*)
☐ Cash
☐ Government PO/Training Form # _____
☐ VISA
☐ MasterCard
☐ American Express
☐ Diners Club

If paying by credit card, you may return by fax to (703) 522-1885.
Credit Card Number

□□□□□□□□□□□□□□□□

Exp. Date □□/□□

Signature _____ Date _____

Questions: Kelly Seymour, Meeting Planner
(703) 247-2583 / kseymour@ndia.org

Mail to: NDIA - Event #0730
2111 Wilson Boulevard, Suite 400
Arlington, VA 22201

Fax to: (703) 522-1885

Registration for the golf tournament is due no later than April 2, 2010

EVENT #0730 ► NDIA REGISTRATION FORM

NATIONAL LOGISTICS CONFERENCE & EXHIBITION ► HYATT REGENCY MIAMI MIAMI, FLORIDA ► APRIL 12-15, 2010

NATIONAL DEFENSE INDUSTRIAL ASSOCIATION ► 2111 WILSON BOULEVARD, SUITE 400 ► ARLINGTON, VA 22201-3061
(703) 522-1820 ► (703) 522-1885 FAX ► WWW.NDIA.ORG

3 WAYS TO SIGN UP:

1. Online with a credit card at www.ndia.org
2. By fax with a credit card - Fax: (703) 522-1885
3. By mail with a check or credit card

► Address
Change Needed

NDIA Master ID/Membership # _____ Social Security # _____
(If known - hint: on mailing label above your name) (Last 4 digits - optional)

Prefix (e.g. RADM, COL, Mr., Ms., Dr., etc.) _____

Name: First _____ MI _____ Last _____

Military Affiliation _____ Nickname _____
(e.g. USMC, USA (Ret.) etc.) (For meeting badges)

Title _____

Organization _____

Street Address _____

Address (Suite, PO Box, Mail Stop, Building, etc.) _____

City _____ State _____ Zip _____ Country _____

Phone _____ Ext. _____ Fax _____

E-Mail _____

Signature* _____ Date _____

PREFERRED WAY TO RECEIVE INFORMATION

Conference Information ► Address above ► Alternate (Print address below) ► E-mail
Subscriptions ► Address above ► Alternate (Print address below)

Alternate Street Address _____

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YOU HELP US UNDERSTAND WHO IS
ATTENDING OUR EVENTS.**

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- Defense Business/Industry
- R&D/Laboratories
- Army
- Navy
- Air Force
- Marine Corps
- Coast Guard
- DOD/MOD Civilian
- Government Civilian
(Non-DOD/MOD)
- Trade/Professional Assn.
- Educator/Academia
- Professional Services
- Non-Defense Business
- Other _____

CURRENT JOB/TITLE/POSITION.

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- Lieutenant Colonel/Commander/
Major/Lieutenant Commander
- Captain/Lieutenant/Ensign
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- Other _____

Year of birth _____
(optional)

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VADM Al Thompson
Director
Defense Logistics Agency



NDIA 2010

Defense Logistics in an Era of Change

A world map is centered in the background, rendered in a dark blue color. From the map, numerous bright blue rays of light emanate outwards in all directions, creating a starburst effect against the black background. The rays are most concentrated around the edges of the map and spread out towards the corners of the frame.

Across the
globe



America's Warfighters
rely on DLA for logistics
support



in obtaining fuel and service



food



supplies and equipment

This
Is Our
Mission
And Our
Challenge

As It
Is Yours,
Our Industry &
Military
Partners



Together, we make it possible
For America's Warfighters
To make it happen!



























Doing What's Right For The Armed Forces and DoD





**America's
Combat Logistics Support Agency**

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NDIA

26th Annual National Logistics Conference & Exhibition

Panel Discussion

“Logistics Workforce Education and Human Capital Initiatives: The Impact on People, Processes and Readiness”

15 April 2010

Panelists

- ***LtGen Chris Christianson, USA (Ret)***

Director, Center for Joint and Strategic Logistics, National Defense University; Moderator

- ***MG Bob Williams, USA***

Commandant, US Army War College, Carlisle, PA

- ***Mr. Joe Andrasky***

President & CEO, Voluntary Interindustry Commerce Solutions (VICS), Lawrenceville, NJ

- ***Dr. Chris Caplice***

Executive Director, Massachusetts Institute of Technology Center for Technology and Logistics, Cambridge, MA

- ***Mr. Abe Zwany***

Senior Vice President, Booz Allen Hamilton, McClean, VA

Learning, Education and Development...

What should we teach?

What to know...When to know?

- ✓ Meet customer defined outcomes
- ✓ Non-linear trends/trajectories
- ✓ Adaptive, learning adversaries
- ✓ Shortened cycle times
- ✓ Strategy is not a blueprint...
- ✓ Tight tolerances invite failure...avoid mechanistic patterns

Tension between genuine education, institutional agenda & culture...

Learning, Education and Development...

How should we teach... *how do students best learn?*

- ✓ Value of peer evaluations over that of instructors...
- ✓ Integration of social networking in to the learning environment
- ✓ Simulations, active learning, blended environments work best
- ✓ Create necessary tension – student led learning...

Faculty... *critical to creating effective learning*

- ✓ Caution against predictability
- ✓ Develop an appreciation for the importance of considering options that you don't approve of
- ✓ Develop an understanding of the purpose of politics
- ✓ Create the strategic and joint learning conditions necessary to a broad perspective.

*Investing in our faculty
may be the most important task of all*



United States Army War College

Logistics Workforce Education and Human Capital Initiatives

MG Robert Williams
15 April 2010

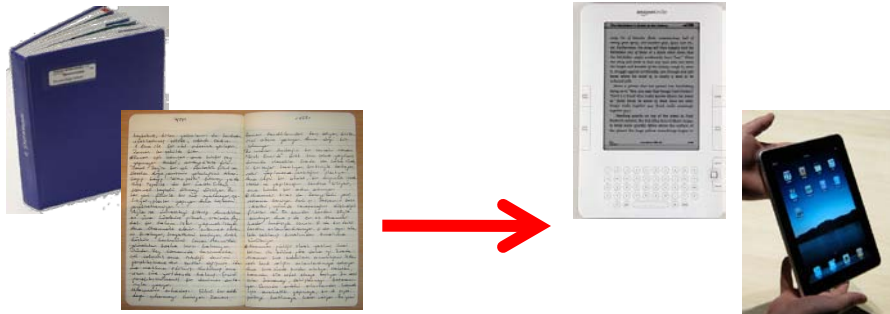


Educating 21st Century Logisticians

- Logisticians must understand the organizations whom they support
- Logisticians must be masters of their craft at tactical and operational level
- Integration and synchronization are **HARD**
- Logisticians must recognize primacy of effectiveness over efficiency
- Senior logisticians must bring clarity to “Seamless,” “assured access,” “just in time,” “enhanced support,” “interdependent” . . . What do these slogans really mean in the context of full spectrum operations?

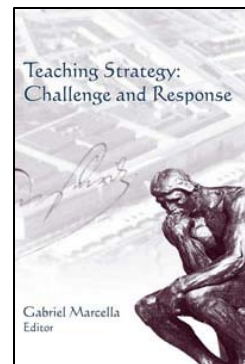
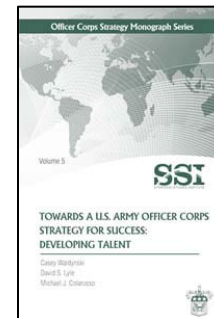


Keeping the Pace of Change



From Textbooks and Notebooks to Kindle and IPAD

Teaching Strategy Conference And professional Writing

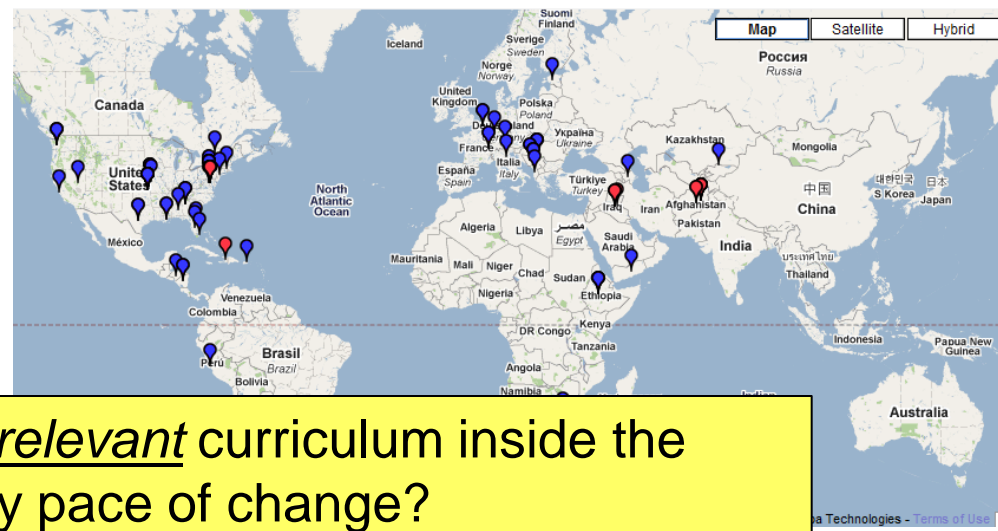


Operational Support (April 09 to Mar 10)

- Over 93 engagements
- 24 Country Visits
- 9 Combatant Commands
- 40 Agencies Supported
- 3 Theater Operations
- Continued relationships between Saudi, Kazak, and Afghan War Colleges

Direct Combatant Command Support

CSL – AFRICOM
CSL – SOUTHCOM
CSL – EUCOM
CSL – PACOM
PKSOI – JFCOM
DNSS - CENTCOM



How do you maintain relevant curriculum inside the
21st Century pace of change?



United States Army War College

Logistics Workforce Education and Human Capital Initiatives

Backups
MG Robert Williams
15 April 2010



Mission

USAWC **prepares** selected military, civilian, and international leaders for the responsibilities of strategic leadership In a joint, interagency, intergovernmental, and multinational environment.

- **Educates** current and future leaders on the development and employment of land power
- **Supports** the operational and institutional force
- **Conducts research, and publishes** to inform thought on national security and military strategy
- **Supports** the Army's strategic communication efforts



Our Focus

Transforming an Incoming Professional Who
Has...

- Had relatively **limited** and well-defined **responsibilities**
- Worked in a structured environment
- Dealt primarily with problems for which there was usually a best **solution** or a **clear set of options**
- Been an **executor** of policy
- Succeeded based on capacity to **apply skills**
- Had primarily a **single-service** and unilateral orientation
- Communicated both verbally and in writing in a concise and direct manner



Into a Graduate

Who Will...

- Hold positions of broad scope and great responsibility
- Work in highly **volatile, uncertain, complex, ambiguous** environments
- Deal with problems which have no clear-cut solutions
- Be an executive who innovates and initiates policy
- Succeed based on spirit of **cooperation**
- Be involved in **joint, interagency, intergovernmental, and multinational** organizations and issues
- Communicate complex concepts effectively and persuasively, both verbally and in writing



If This is The Strategic Environment

Globalization



Top 1% of world population owns 40% of wealth
...Interconnected world economies and opportunities ...The 'have-nots' know it

...Shifting Demographics



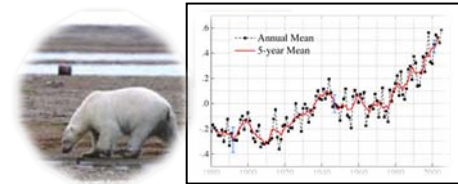
60% will live in urban areas by 2030
... Africa, Middle East, Central Africa
have 40-50% Youth Bulge

...Weapons of Mass Destruction



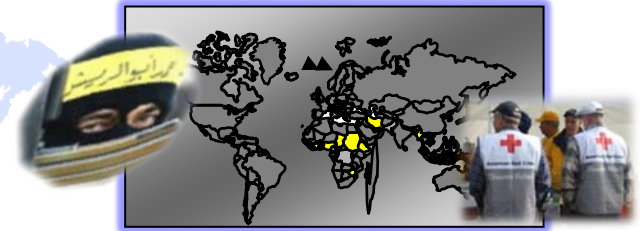
~25 nations possess, stockpile or develop ... 3770 tons of enriched uranium ... al Qaeda religious duty

...Climate Change



Arctic sea ice melted by 2040 ...
Desertification at 70,000Km²/yr ...
1.4B confront environmental fragility

... Failed / Fragile States



Account for 77% of conflict ... Fragile states have 4 times terror problems ... 28 of 51 African states high risk

... Uncertain Natural Resource Availability



World food cost up 45%, shortages of rice, wheat & maize ... triple digit oil prices ... 450M face severe water shortage



And the Focus of Support is Timeless



1944

2003





Then These Attributes ...

(From Army Leader Development Strategy)

Leaders who:

- **Understand** context
- **Act** within the understanding
- **Assess and adapt** based on enemy and environment
- **Consolidate** tactical and operational opportunities into strategic aims
- **Transition** among the forms of operations

Recognize

But is this enough?



This is what it means to us

Leaders who:

- Achieve decisiveness and clarity in the land of options and latitude
- Are comfortable within the civil military relationship
- Routinely use information in an analytical fashion
- Are critical thinkers from continual practice

Attributes:

- Self Aware
- Negotiators
- Ethical
- Resilient



United States Army War College

Logistics Workforce Education and Human Capital Initiatives

MG Robert Williams
15 April 2010



Teaching Strategy Workshop

Opening Lecture: Dr. Richard Immerman, Temple University
Edward J. Buthusiem Family Distinguished Faculty Fellow

Topic: "The Intellectual and Emotional Qualities Needed by Those Working in the Current National Security Environment"

Morning Panel: Is the Senior Service College Approach in Need of Radical Reform in Order to Serve Effectively in the Post-9/11 Environment?

Panelists: Dr Andrew Bacevich, Boston University

Dr John Nagl, President, Center for a New American Security

Dr Mark Grimsley, OSU Professor and Harold K. Johnson Chair

Afternoon Panel: What are the Core Elements of a Curriculum on Contemporary Strategy, and What are the Best Methods of Teaching Them?

Dr Richard Betts, Arnold A. Saltzman Professor of War and Peace Studies, Columbia University

Dr Richard Shultz, Professor of International Politics, Tufts University

Dr Thomas Keaney, Executive Director of the Philip Merrill Center for Strategic Studies, School of Advanced International Studies, Johns Hopkins University



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facebook



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“It’s About Performance”

Remarks to the Logistics Workforce Education and Human Capital Initiatives Panel

**Abe Zwany, Officer
Booz Allen Hamilton**

April 15, 2010

*This document is confidential and is intended solely for the use and
information of the client to whom it is addressed.*

To be successful, the Defense Logistics Community of Practice should focus on two essential tenets

▶ It's about PERFORMANCE

- Goal Oriented
- How we leverage “People” and “Knowledge” affects “Performance”

▶ Today's People Practices, Learning Technologies, and Information/Communications Capabilities make it possible to get the ...

- Get the Right Stuff, to the
- Right Person, at the
- Right Time, in the
- Right Way, at the
- Right Place

We can meet the demand for knowledge to get the job done

To be successful, the Defense Logistics Community should focus on two essential tenets

► It's about PERFORMANCE

- Goal Oriented (Focus on Outcomes)
- How we leverage “People” and “Knowledge” affects “Performance” (Integrated, Holistic Perspective)

► Today's People Practices, Learning Technologies, and Information/Communications Capabilities make it possible to get the ...

- Right Stuff (Requirements), to the
- Right Person (On Demand), at the
- Right Time (When Needed; Even at the Point of Performance), in the
- Right Way (Tailored; Based on Competencies; Education, Training, Performance Support), at the
- Right Place (At Any Place on the Planet)

Challenges: Why aren't we doing better? What's the problem?

- ▶ **Culture** – it's hard to change / need to adopt an integrated perspective
 - Individuals must be able to receive knowledge and act
 - Organizations must be able to facilitate
- ▶ **Infrastructure** – it was built with differing objectives in mind
- ▶ **Tools** – we need to build new integrated support systems
 - Should we provide knowledge, or the tools to access and use knowledge?
- ▶ **Investment** – it costs money to change (and we have to continue to operate under the old paradigm while preparing to change)
- ▶ **Measurement** – we need to continually evaluate results to ensure we are headed in the right direction
- ▶ **Technology** – the rapid pace of change may call for Communities of Practice that facilitate peer-to-peer interactions, social networking, etc.
- ▶ **Leadership** – it takes vision and courage to lead change

Aligning Acquisition & Sustainment Outcomes

Learn.

Perform.

Succeed.



'02 '06



'05 '06 '07



'04 '06 '07 '09



'03 '04





“Workforce size is important, but quality is paramount.”

Dr. Ashton Carter



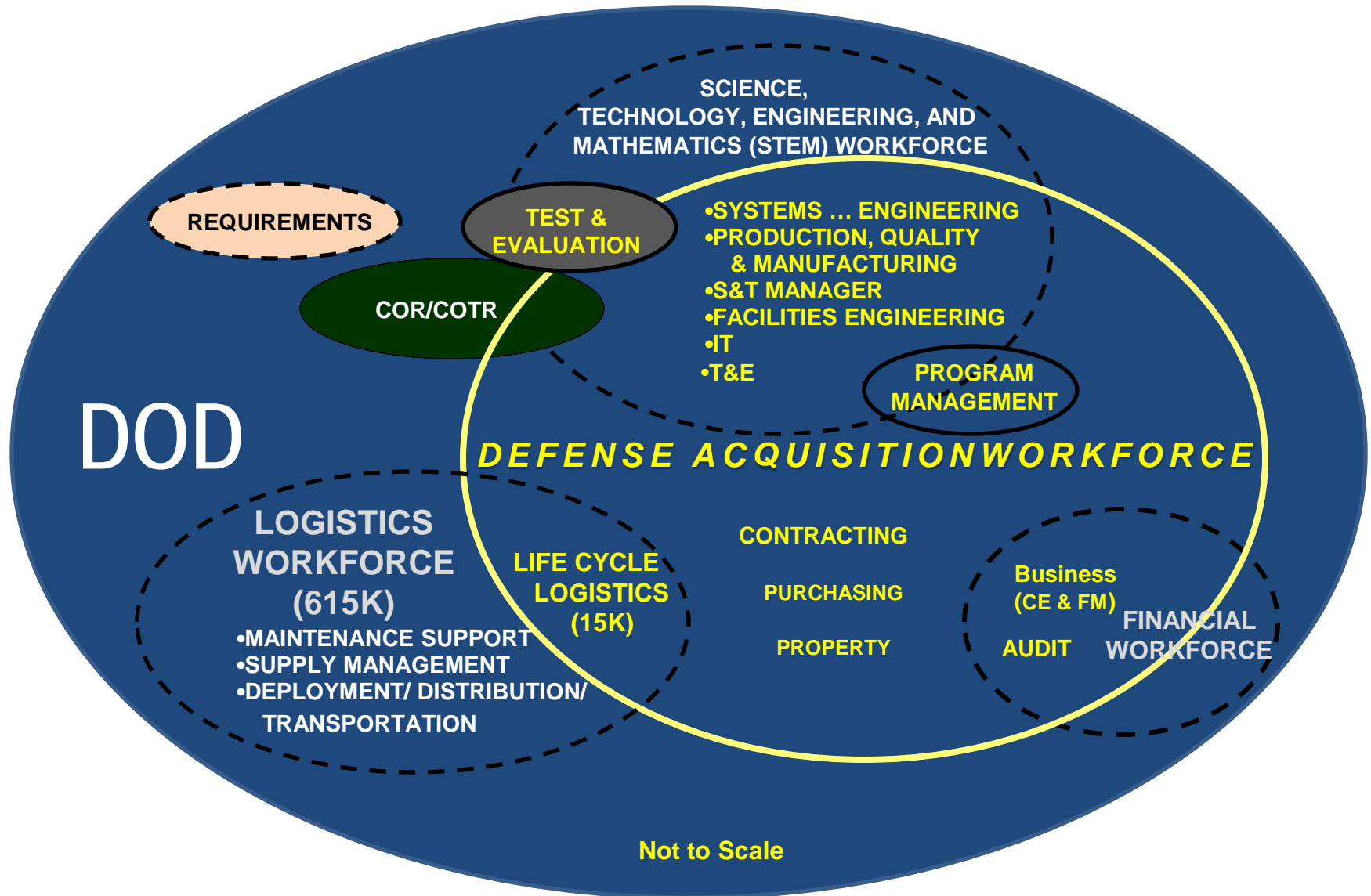


SECDEF Growth Strategy Objectives

1. Rebalance the acquisition total force – **grow the organic acquisition workforce 15% by 2015 —126,000 to 147,000**
 - 9,887 new positions
 - 10,000 in-sourced contract services positions
2. Strategically grow to improve acquisition capabilities and capacities -- **strengthen organic core**
 - **Technical capabilities – to include Life Cycle Logistics**
 - **Business functions-- contracting, pricing and cost estimating**
3. Improve DoD's oversight capability to improve acquisition outcomes
4. Assess workforce competencies
5. Strategically **reshape DAW training**



Functional communities within the Defense Acquisition Workforce are part of larger DoD communities





Defense Acquisition Workforce


Career Fields	ARMY	NAVY/USMC	AIR FORCE	Defense Agencies	FY09 TOTAL	FY08 Total
Auditing	0	0	0	3,777	3,777	3,638
Business, Cost Est., & Fin. Mgt	2,771	2,286	1,845	360	7,262	7,085
Contracting	8,391	5,516	7,443	6,305	27,655	25,680
Information Technology	1,843	1,240	966	309	4,358	3,934
Life Cycle Logistics	7,952	4,784	1,989	127	14,852	13,361
Production, Quality & Manufacturing	1,930	2,064	389	4,640	9,023	9,138
Program Management	3,452	4,598	4,461	911	13,422	12,871
SPRDE	10,412	18,328	7,248	1,339	37,327	35,017
Test and Evaluation	2,235	2,833	3,630	194	7,892	7,420
Other	1,370	5,323	203	639	7,535	7,825
Total	40,356	46,972	27,174	18,601	133,103	125,879

6/94

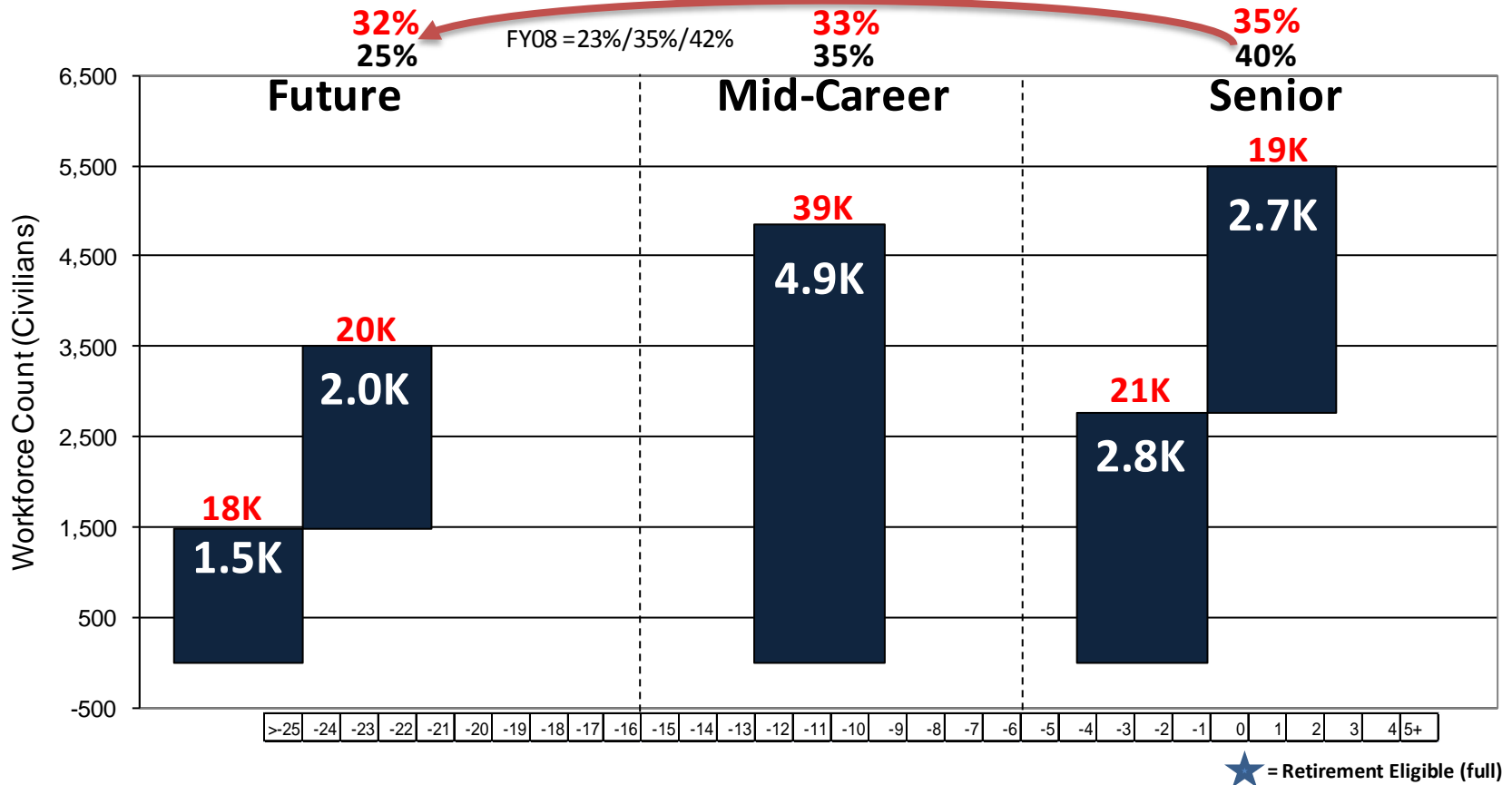




Workforce Lifecycle Model - LC LOGISTICS

 = DOD-wide

Years to Retirement Eligibility (YRE) - DAW Civilians (FY09)

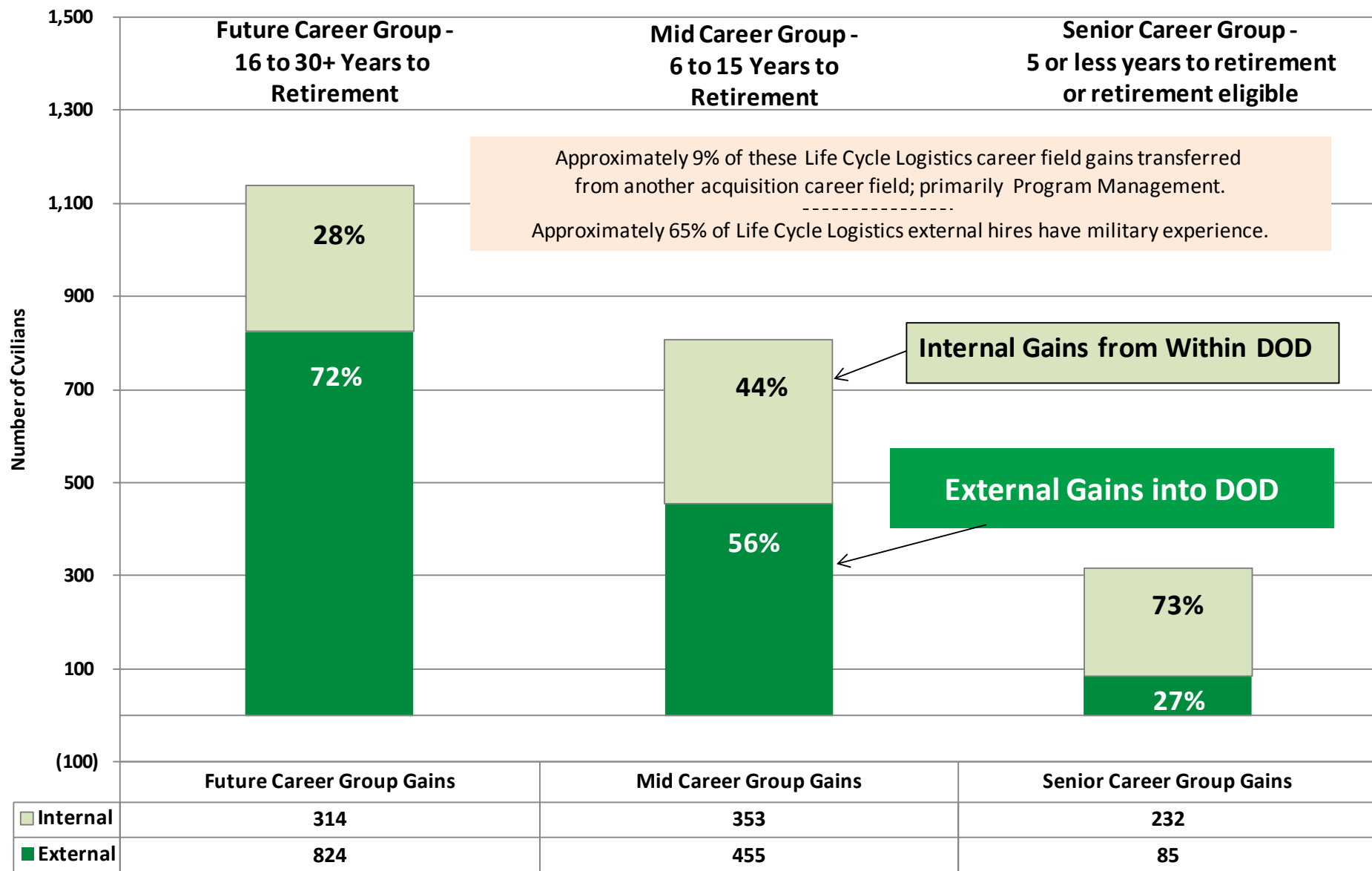


Career Lifecycle Groups by Years to Retirement Eligibility

Source: AT&L HCI Generated from HCI/RAND Analysis using DMDC data; CSRS and FERS employees only



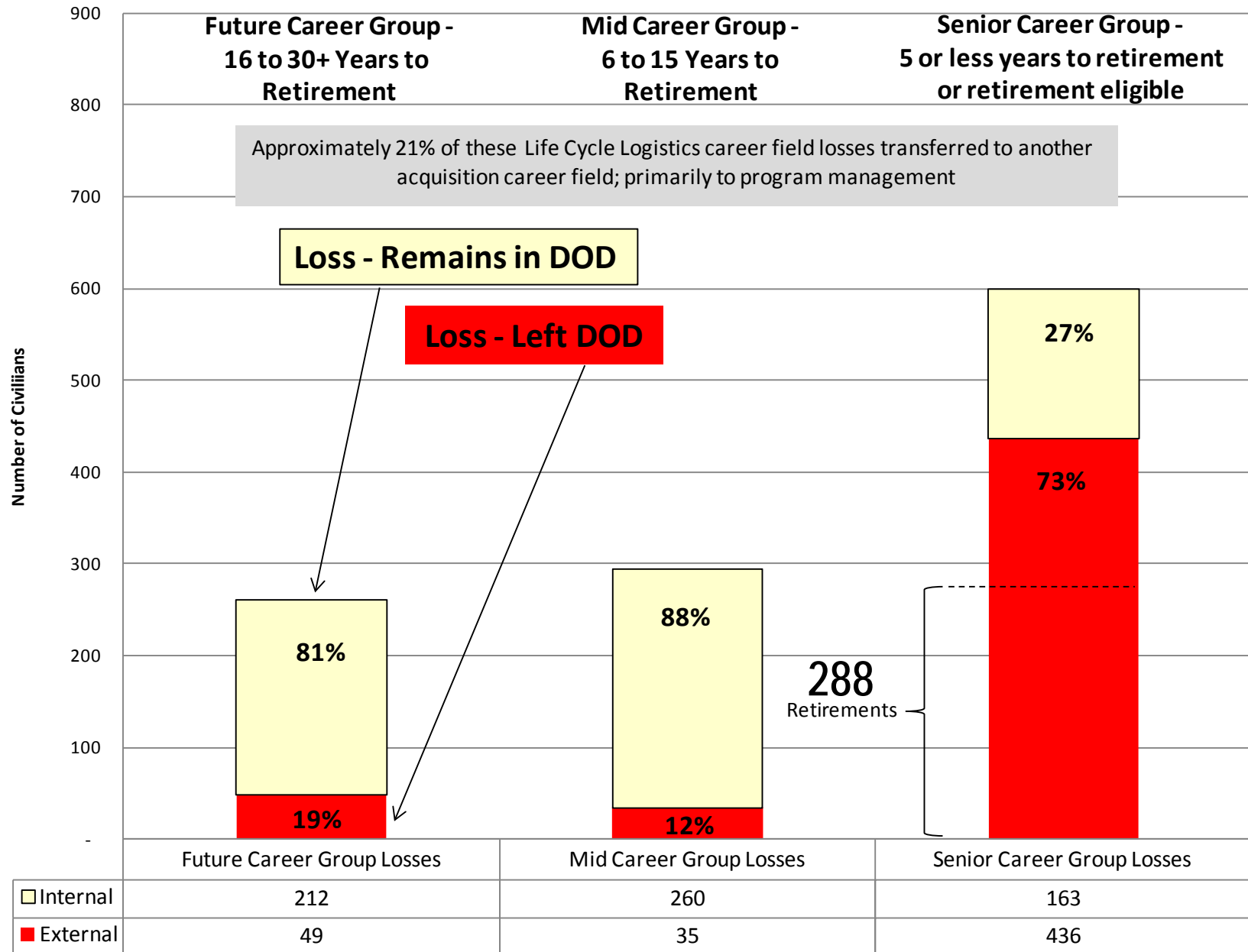
Life Cycle Logistics Workforce FY09 Gains



Source: AT&L HCI generated from HCI/RAND analysis using DMDC data; analysis on civilians under FERS and CSRS.; does not include administrative gains.



Life Cycle Logistics Workforce FY09 Gains

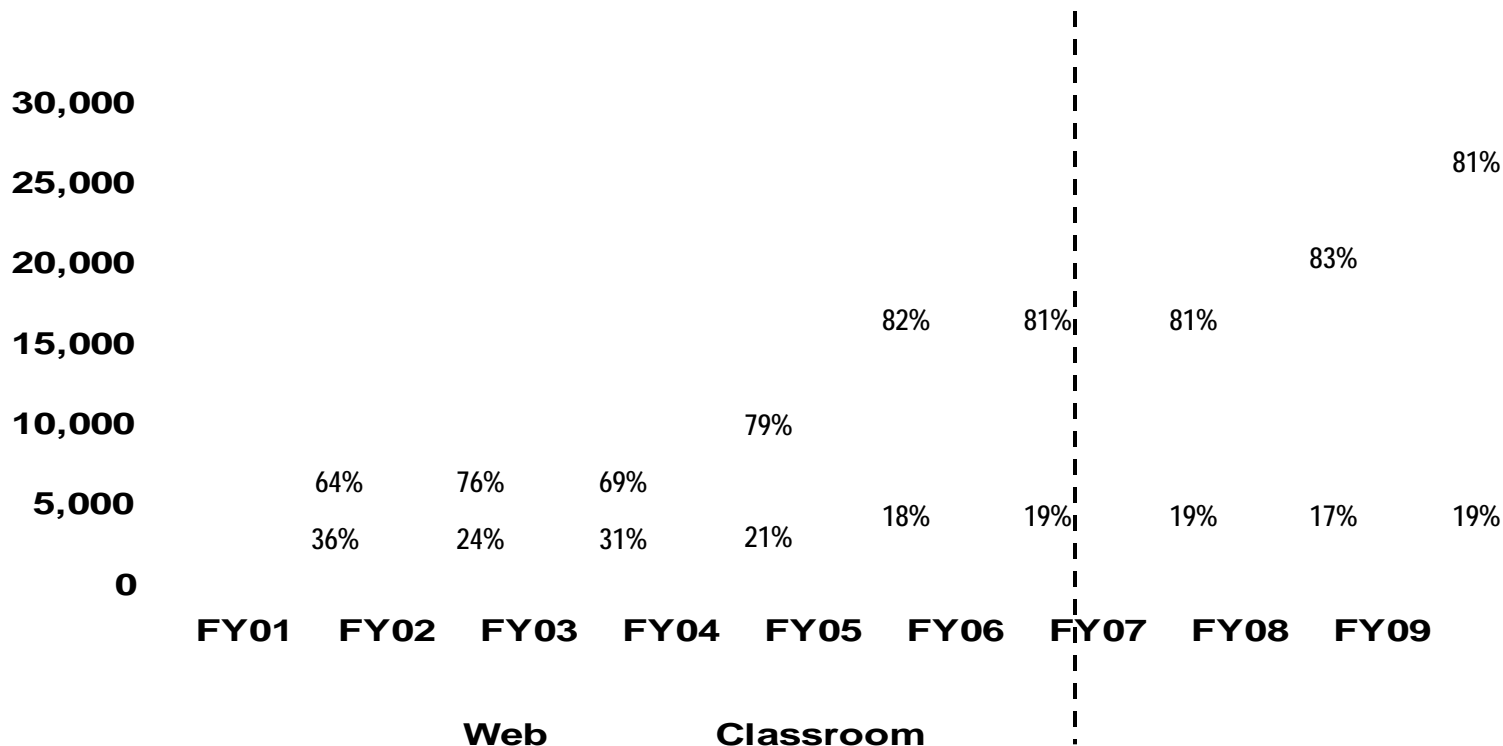


Source: AT&L HCI generated from HCI/RAND analysis using DMDC data; analysis on civilians under FERS and CSRS.; does not include administrative losses.



Total Logistics Graduates (Classroom & Web)

FY01 – FY09

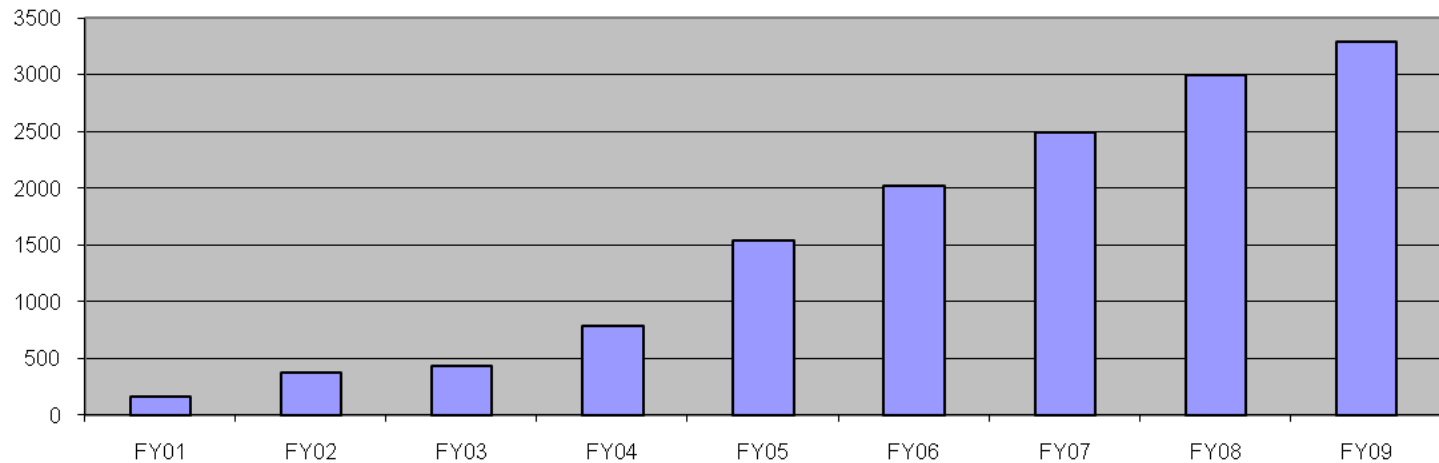


More than Five-Fold Student Increase without Sacrificing Classroom Training Opportunities



DAU Industry Logistics Course Graduates

(1,946% Increase Since FY01)



Course	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	Total
LOG 101	133	298	326	488	658	862	931	1,278	1,313	6,287
LOG 102	0	0	0	1	445	484	542	698	831	3,001
LOG 200	0	12	15	43	98	153	185	224	284	1014
LOG 201	0	12	12	7	26	28	61	49	66	267
LOG 203	16	31	56	68	48	91	185	137	162	794
LOG 204	1	5	8	5	6	61	209	278	309	882
LOG 205	13	10	11	0	0	0	0	0	0	34
LOG 210	0	0	0	0	0	0	4	1	2	7
LOG 235	0	0	0	131	212	299	284	247	251	1,424
LOG 236	0	0	0	36	35	37	73	42	51	274
LOG 304	0	2	8	3	12	9	16	39	0	89
LOG 350	0	0	0	0	0	0	0	0	19	19
Totals	169	370	436	782	1,540	2,024	2,490	2,993	3,288	14,092



Life Cycle Logistics

Learning Asset Delivery Quality Indicators

	FY07		FY08		FY09	
Category	All DAU	LOG Courses	All DAU	LOG Courses	All DAU	LOG Courses
Instructor	6.57	n=2,991 6.69	6.60	n=3,517 6.70	6.63	n=4,334 6.76 ↑
Environment	6.06	n=2,944 6.17	6.12	n=3,841 6.18	6.16	n=4,278 6.26 ↑
Courseware	5.88	n=14,243 5.93	5.90	n=15,527 5.95	5.91	n=20,127 5.99 ↑
Online Delivery	5.78	n=11,265 5.89	5.83	n=11,276 5.94	5.80	n=15,802 5.92 ↓
Learning Eff	5.92	n=14,196 5.92	5.95	n=15,465 5.97	5.95	n=20,033 5.98 ↑
Job Impact	5.80	n=14,247 5.73	5.84	n=15,536 5.76	5.84	n=20,145 5.77 ↑

0.00 5.24 5.25 5.59 5.60 7.00 Other
 0.00 5.24 5.25 5.99 6.00 7.00 Inst

Functional Leader
(OSD ADUSD/MR)

FIPT Executive Secretary
(DAU)

Acq Log PLD (DAU)

PBL PLD (DAU)

Sustainment PLD (DAU)

Knowledge Mgt (DAU)

ISD (DAU)



Mr. Randy Fowler
LCL Functional Leader

Life Cycle Logistics Functional IPT

*Meets quarterly – advises
Life Cycle Logistics Functional Leader on
career field competencies, DAWIA
certification & workforce training
requirements*

NAVY

ARMY

AIR FORCE

USMC

4th ESTATE/ OTHER

DACM (ASN RDA)

DASN (Acq & Log)

OPNAV N4

NAVAIR

NAVSUP

NAVSEA

SPAWAR

DACM

ASA(ALT)

HQDA G4 Log Pro

Army NISO

DACM (SAF AQ)

HQ USAF A4L

HQ AFMC A4A

DACM
(Under US Navy)

HQ USMC I&L

MARCORSYSCOM

DACM (AWCM)

DLA

DCMA

DISA

USTRANSCOM

Joint Staff J4

NGB

DDR&E Systems Engineering

Dept Homeland Security Liaison

USSOCOM

Key



Leadership Team



DAU Reps



DACM Reps



Service Staff Functional Leads



Functional Reps



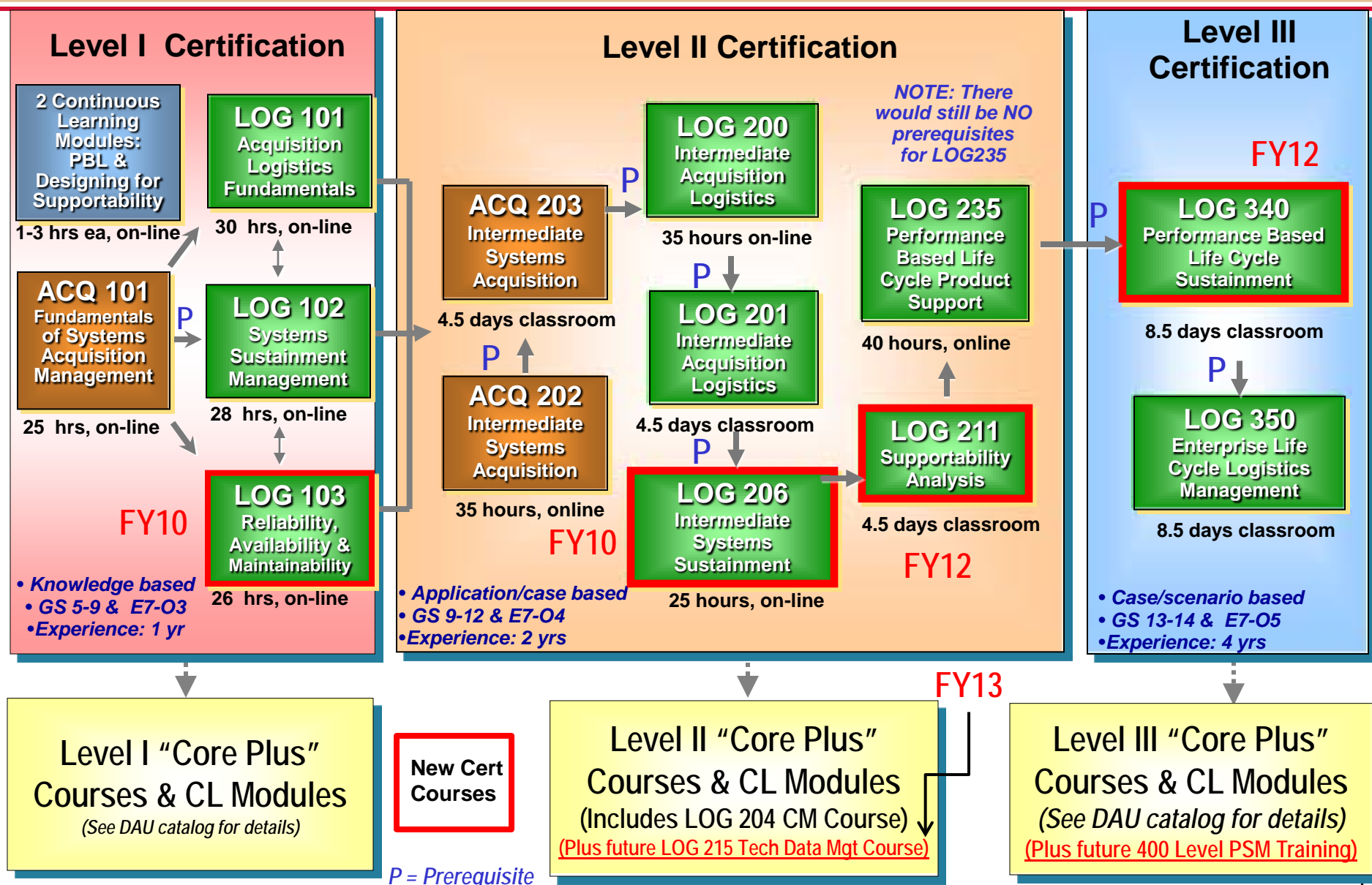
Shaping the Future Enterprise Logistician

- Emphasis on “fully qualified”
- Diversified experience to achieve acquisition success – The Enterprise Logistician
- DAU committed to improving caliber of both civilian AND military Defense Acquisition Workforce members
- Crucial balance between recruitment & training
 - “Adding 10,000 people each with one year's experience is different than adding 500 people with 20 years' experience” -- *Norm Augustine, 25 Feb 10*
- Life Cycle Logistics workforce expanding
 - FY05-09 +2,360 (19%); FY08-09 +1,500 (11%); by FY15 20,000?



Shaping the Future Enterprise Logistician

Aggressive Life Cycle Logistics Roadmap (FY10-13)





Shaping the Future Enterprise Logistician

- Professional development of executive level, strategic-thinking logisticians who can function successfully across DoD enterprise
 - Focus on supporting warfighter & achieving best value life cycle systems readiness
 - Logistics is NOT a PM's "only discretionary account" -- cannot simply "worry about sustainment later"
 - DoD needs "Enterprise Logisticians" with broadly diverse understanding
 - across the DoD logistics domain of maintenance, supply, transportation/ distribution, life cycle logistics, AND
 - Across the DoD acquisition domain of life cycle logistics, program management, systems engineering, business, and others
- DAU leverages Performance Learning Model (PLM) to raise the professional development bar for the Life Cycle Logistician



Summary

Objective: "Agile, timely, precise, cost-effective support to the warfighter"

- Fully Qualified vs. Fully Certified
- Partnering with NDIA and AIA logistics committees
- Established DAU Chair at Industrial College of the Armed Forces (ICAF)*
- Evolving Strategy to Embed DAU Life Cycle Logistics Training into ICAF Senior Acquisition Course Portfolio
- DoD Logistics Human Capital Strategy Implementation – Collaboration

DAU is an Important Part of the TEAM



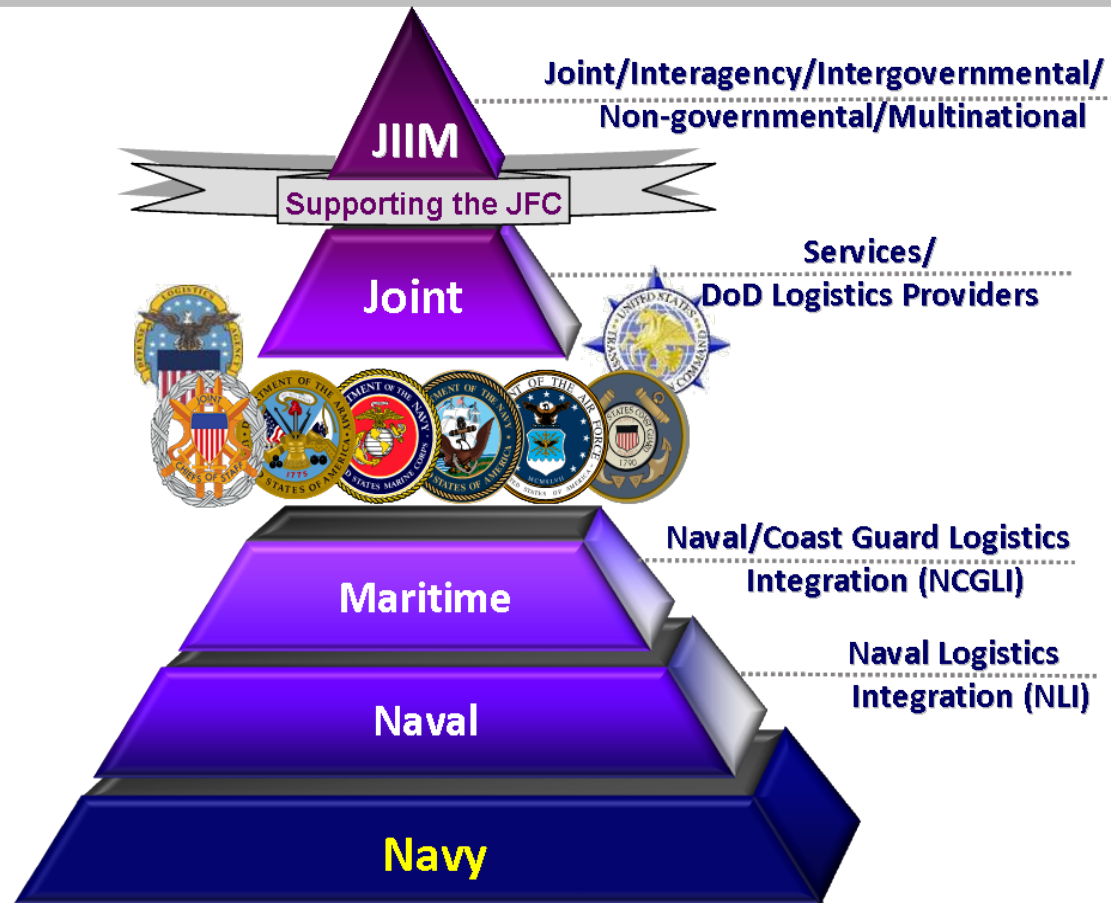
RADM Kathleen Dussault
OPNAV N41

**Director, Supply, Ordnance And
Logistics Operations Division**



U.S. Navy Vision for Joint Logistics

Guide And Focus Navy's Engagement in Joint Logistics



Vision

Optimal alignment and integration of Navy and its logistics capabilities within the Joint Logistics Environment (JLE)



Fleet of the Future



- Minimally manned – crew of 40
- Ashore Support Infrastructure – logistics and maintenance
- Mission Package provides “plug and fight” flexibility to the JTF Commander

Presents affordability and support challenges...



Navy's Total Ownership Cost Challenges

- 1. Life Cycle Costs are set early in an acquisition program**
 - Understanding & influencing the cost drivers is essential
 - Need to increase the focus on TOC at every decision point

- 2. The majority of the 2020 Battle Force exists today**
 - 222 of today's 285 ships are required in 2020
 - Platforms must achieve their Expected Service Life

- 3. Life cycle costs of next generation systems must be more fully understood**
 - Increased fidelity of sustainment strategies is essential
 - The F-35 Challenge is representative of the future



Questions?

NDIA

26th Annual National Logistics Conference

***“The Logistics Future – Emerging
Concepts, Evolving Plans and their
Operational Impact”***





JS J4/JLE Strategic Timeline

4

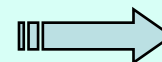
Years

1 - 2

~3 - 4

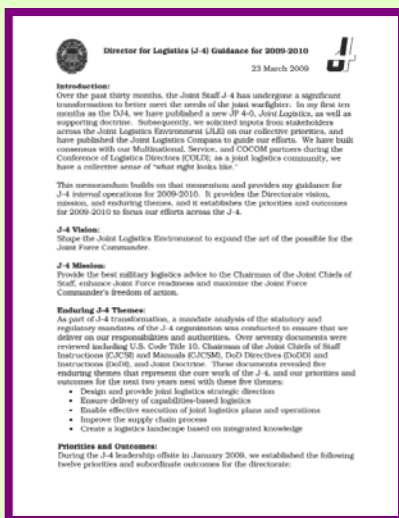
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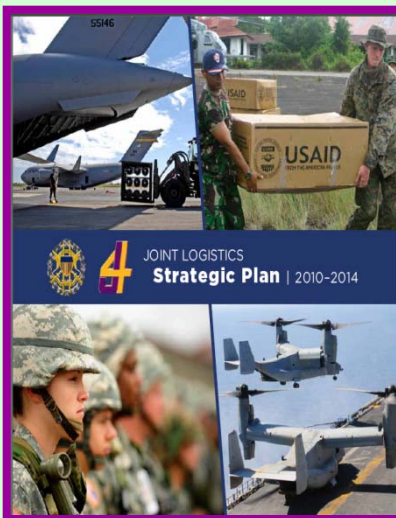


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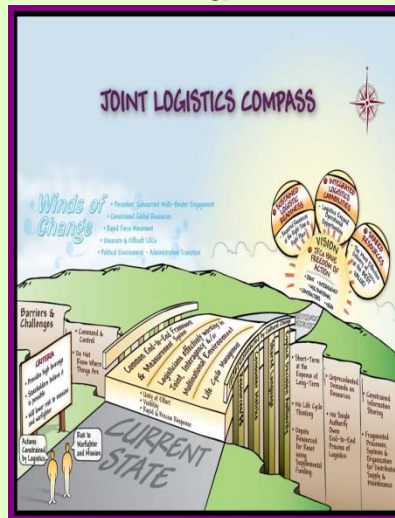
Joint Staff J4 Guidance



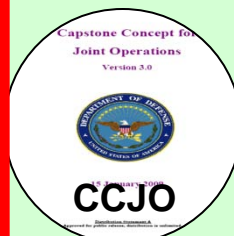
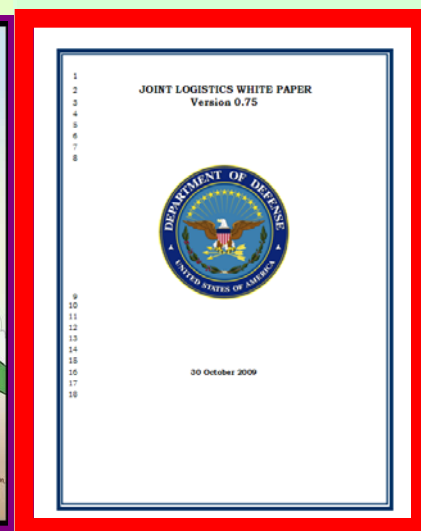
Joint Staff J4 Strategic Plan



Compass/ Joint Logistics Enterprise Strategic Plan



Joint Logistics White Paper



Future doctrine driving what we do today

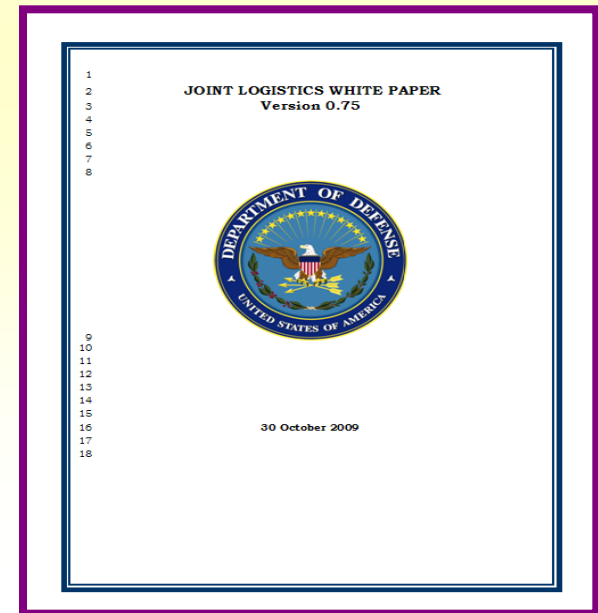


Joint Logistics White Paper

4

Purpose:

Common framework for providing
logistic support to joint operations
in the 2016-2028 timeframe and
guides development of future
logistic capabilities .



NDIA

26th Annual National Logistics Conference

***“The Logistics Future – Emerging
Concepts, Evolving Plans and their
Operational Impdat”***



A faint, light-brown outline map of the Western Hemisphere, including North America, Central America, the Caribbean, and South America, serves as a background for the title.

SOUTHCOM Haiti Reflections

THE OVERALL CLASSIFICATION OF THIS BRIEF IS **UNCLASSIFIED**



UNITED STATES SOUTHERN COMMAND
P A R T N E R S H I P F O R T H E A M E R I C A S

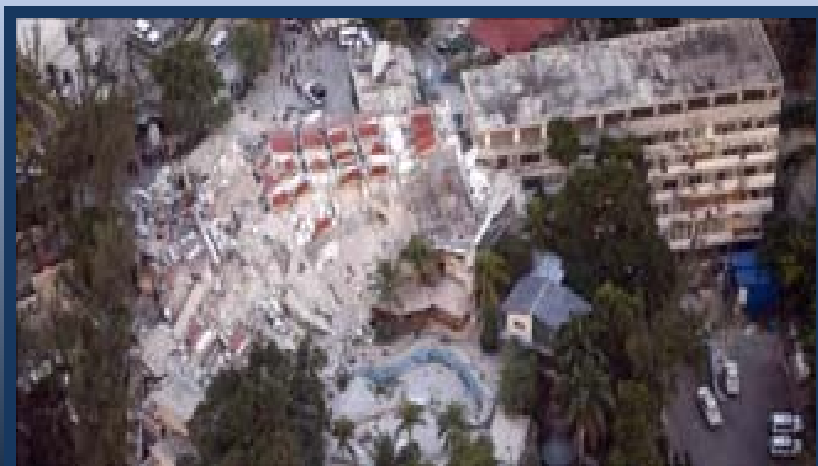
UNCLASSIFIED



7.0 Earthquake Strikes Haiti

January 2010

The Earthquake: According to the U.S. Geological Survey, the most powerful earthquake (7.0 magnitude) to hit Haiti in a century struck 12 January 2010 shortly before 1700 and was centered about 10 miles southwest of Port-au-Prince. According to witnesses, it was felt strongly in eastern Cuba, more than 200 miles away. The quake took place about 6 miles underground, according to the USGS. At least 10 aftershocks followed, including two in the magnitude 5.0 range, the USGS reported.



Logistics Impact: Major damage to the Port-au-Prince seaport, loss of air control tower/perimeter roads at the airport and major building collapse severely complicated initial search & rescue and relief delivery efforts. Thousands of injured Haitians and displaced/missing AMCITs required 24/7 medical & long term recovery team efforts.

EARTHQUAKE-AFFECTED AREAS AND POPULATION MOVEMENT IN HAITI

EARTHQUAKE INTENSITY

The Modified Mercalli (MMI) Intensity Scale*

ESTIMATED MMI INTENSITY

4	LIGHT	8	SEVERE
5	MODERATE	9	VIOLENT
6	STRONG	10 ⁺	EXTREME
7	VERY STRONG		

*MMI is a measure of ground shaking and is different from overall earthquake magnitude as measured by the Richter Scale.

¹Area shown on map may fall within MMI 9 classification, but constitute the areas of heaviest shaking based on USGS data.

Source: USGS/PAGER Alert Version: 8

POPULATION MOVEMENT*

Source: OCHA 02.08.10

*Population movements indicated include only individuals utilizing GoH-provided transportation and do not include people leaving Port-au-Prince utilizing private means of transport.

HAITI EARTHQUAKE

200,000 killed (GoH)
300,000 injured (GoH)
800,000 to 1,000,000 displaced
2,000,000 in need of food assistance
3,000,000 affected

*All figures are approximate. Commune population figures are as of 2003.

SOURCES: OCHA (01.28.10), GoH/IHSI

GRESSIER*
40-50% destroyed
Commune population: 25,947

CARREFOUR*
40-50% destroyed
Commune population: 373,916

PORT-AU-PRINCE*
30-40% destroyed
Commune population: 704,776
Metro Population estimate: 2,000,000

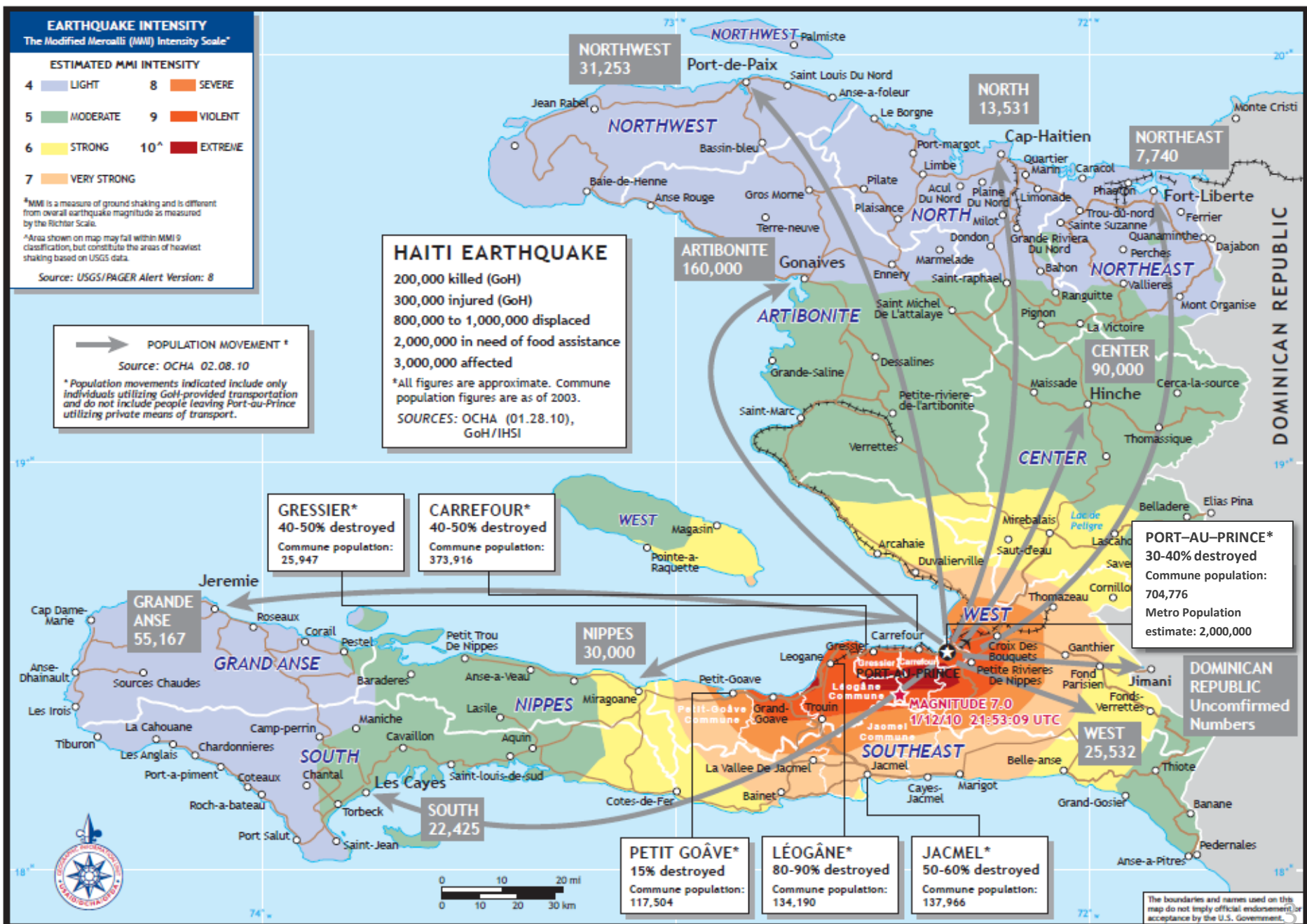
DOMINICAN REPUBLIC
Unconfirmed Numbers

PETIT GOÂVE*
15% destroyed
Commune population: 117,504

LÉOGÂNE*
80-90% destroyed
Commune population: 134,190

JACMEL*
50-60% destroyed
Commune population: 137,966

The boundaries and names used on this map do not imply official endorsement or acceptance by the U.S. Government.





Mission and Objectives

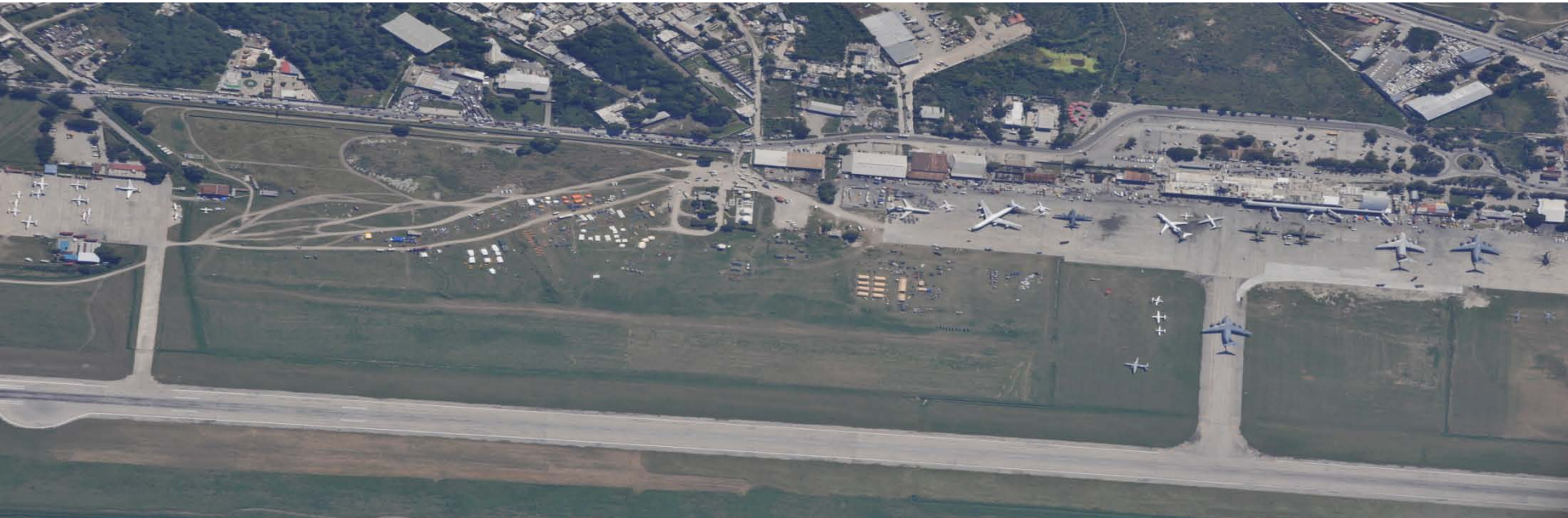
Mission: Conduct Foreign Humanitarian Assistance and Disaster Relief (FHA/DR) in support of U.S. Government efforts in Haiti, in order to mitigate near term human suffering and accelerate recovery.

Objectives:

- Provide direct, urgent humanitarian relief support to the government & people of Haiti
- Provide security in support of humanitarian relief to the government & people of Haiti
- Provide sustaining support to the government & people of Haiti
- Prevent deterioration of general security within Haiti
- Provide logistics enabling support to international relief efforts
- Evacuate American citizens as required
- Be prepared for mass casualties and mass migration
- Prevent misperceptions regarding USG relief and support effort



Transportation Challenges





Overcoming Obstacles





Air Flow

- Total sorties into Port-au-Prince: 3,982 (DOD 868//Non 3,114)
- Total AMCITs evacuated: 16,412
- Commercial air flights resumed 19 February
- Slot allocation controlled by GoH as of 16 March

■ US Gov ■ US Civ ■ UN/Intl



% To Date:

US Gov	28%
US Civ	38%
UN/Intl	34%

1/16 1/21 1/26 1/31 2/5 2/10 2/15 2/20 2/25 3/2 3/7 3/12

(slot numbers as of 16 Mar 10)

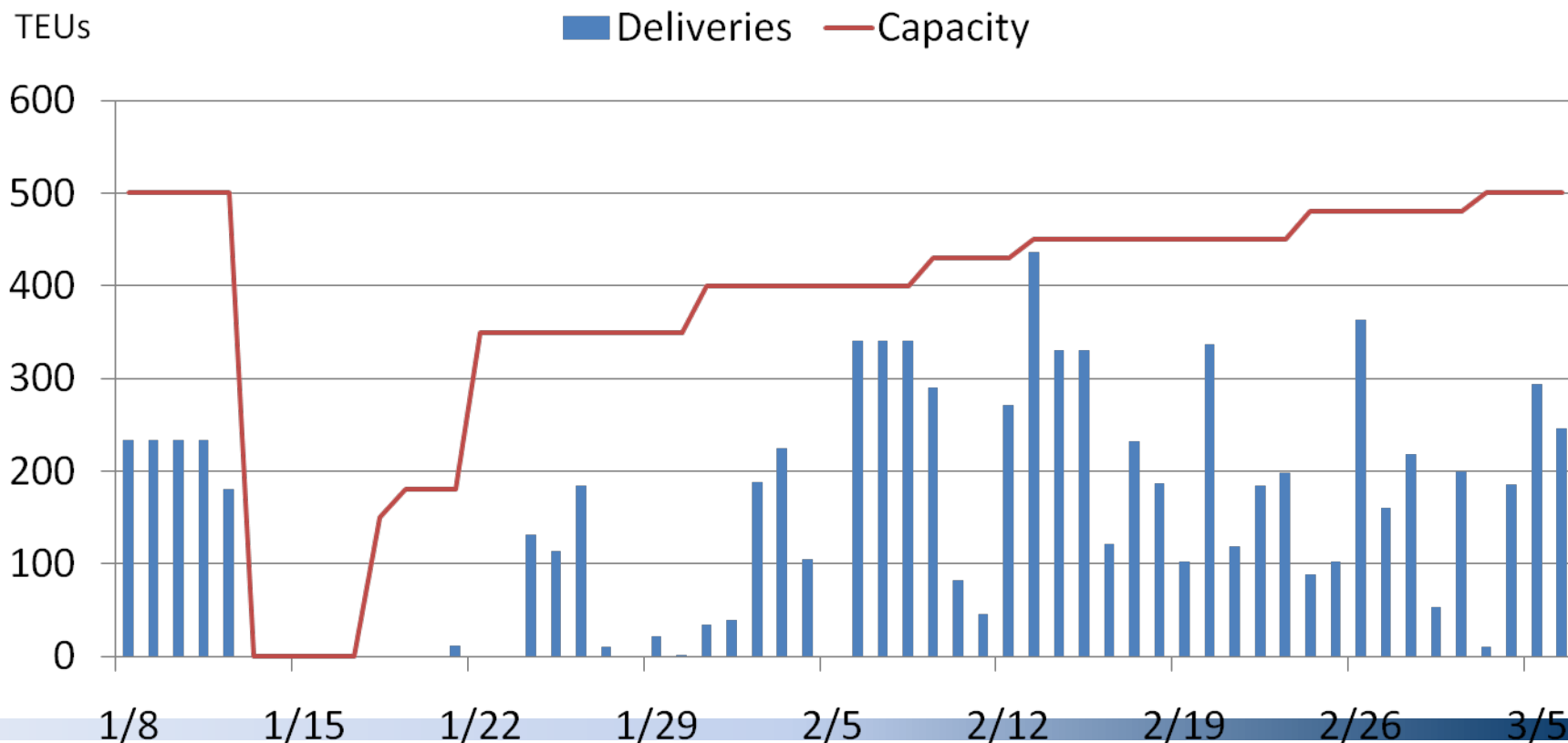
UNCLASSIFIED



Maritime Flow

Port-au-Prince (North and South Piers)

- 85,000 Twenty-foot Equivalent Units (TEUs) in CY 2009
 - Average of 233 TEUs a day in CY 2009
 - Target capacity is 700 TEUs a day
- (numbers as of 14 Mar 10)





UNCLASSIFIED

Saving Lives, Easing Suffering



MEDICAL NUMBERS AT A GLANCE

DoD:

- 1,019 Medical Personnel
- *USNS COMFORT*
- 1,025 Total Surgeries
- 9,752 Patients treated

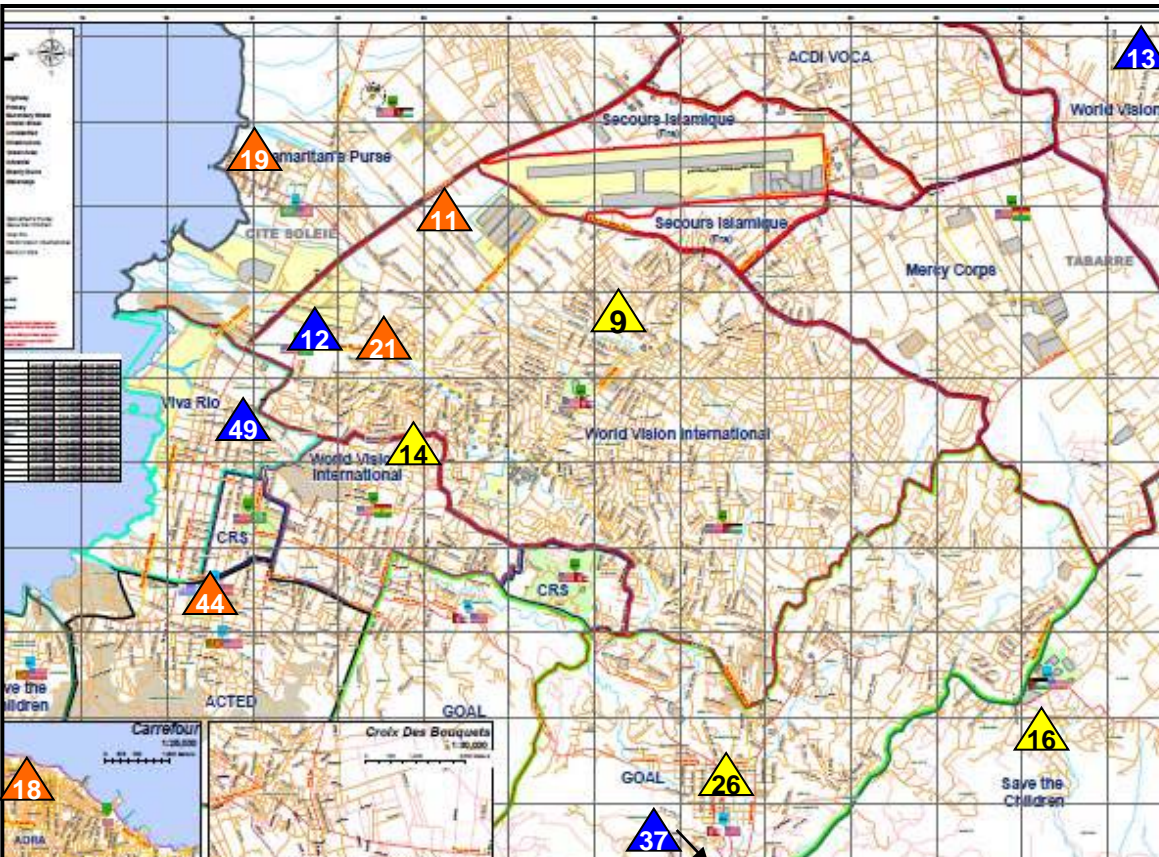
Interagency Partners:

- 227 PAX HHS/FEMA Disaster Medical Assistance Teams
- 103 PAX USAID DART Teams
- 29,870 Patients treated by HHS



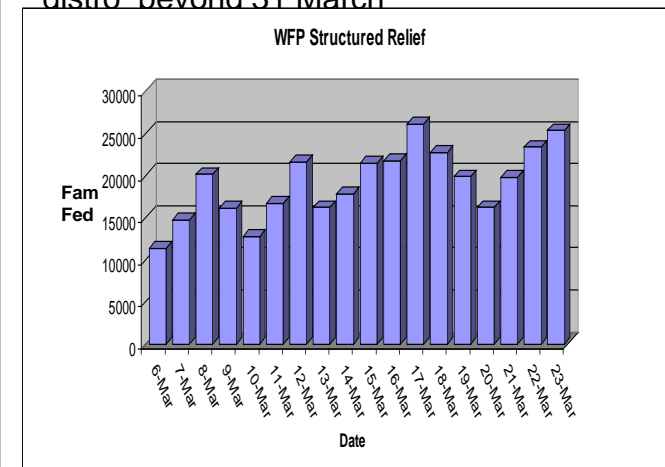


Food and Water Distribution



HIGHLIGHTS:

- 31Mar: Last day of “Structured Relief”
- GoH approved an extension of Phase II food distro beyond 31 March



DoD Food and Water Distribution

To Date:

Food: 2.3 million meals
17.5 million pounds of bulk food
Water: 2.6 million bottles

USAID Food and Water Distribution

Food Cluster Plan: WFP and NGOs implementing partners are continuing general food distributions and transitioning towards food-and-cash for work

Families Given Food on 31 Mar (by Distribution Point): As reported by NGOs

9, 11, 14, 21 – 15,230	19 – 1919
16 – 700	26 – 1913
18 – 2530	44 – 3045

30 MAR
 31 MAR
 30 & 31 MAR



UNCLASSIFIED

Security





Public Private Cooperation



Collaboration and Integration

- Worked with business and NGO partners to bolster relief efforts
- Coordinated donation of supplies (medical, water, food, engineering equipment) worth \$36.2 million
- Augmented mission with 184 NGO medical specialists and translators (36,064 man hours)
- 3,800 lbs of general medical supplies delivered via FedEx to Missionaries of Charity
- Partnerships with leading medical schools and associations
- First time American Red Cross responded to a foreign disaster
- 1 million meals from Salvation Army
- 175,00 lbs general supplies via FedEx to Haiti Medical Mission
- 18 pallets of general supplies
- 1,462 pallets of bottled water
- 500 cases of water delivered by Spirit Airlines
- 11 pallets via FedEx to Sow a Seed

In-Kind Donations Brokered

Transportation :

- \$1.8 million pro bono private sector flights and services
- Transported relief supplies /rescue workers
- SATCOM for portable FAA tower at Port au Prince

Medical Supplies and Services:

- > \$30 million value (>250,000-lbs, including pharmaceuticals)
- 83 Creole translators on USNS Comfort
- 101 NGO medical professionals on USNS Comfort

Water:

- \$2.8 million in bottled water
- 2 wells: 1,960,000 gallons daily
- Purification systems: servicing > 150,000 people daily

Equipment & General Supplies:

- \$1.5 million construction equipment (backhoes, graters, forklifts)
- > 1,000,000 lbs of supplies (tents, blankets, food etc.)





UNCLASSIFIED

Shelter



SHELTERS NUMBERS AT A GLANCE

1,300,000	People require shelter in Port-au-Prince
259,266	Tarps distributed by UN <ul style="list-style-type: none">• 63% of basic shelter needs met
230	International and Haitian engineering professionals conducting housing habitability assessments in Port-au-Prince
16 March	Brazilian MINUSTAH engineers began preparation of Tabarre Issa camp
12 April	MINUSTAH to transfer 2,500 IDPs to Tabarre Issa
15 April	Rainy Season Starts
1 June	Hurricane Season Starts





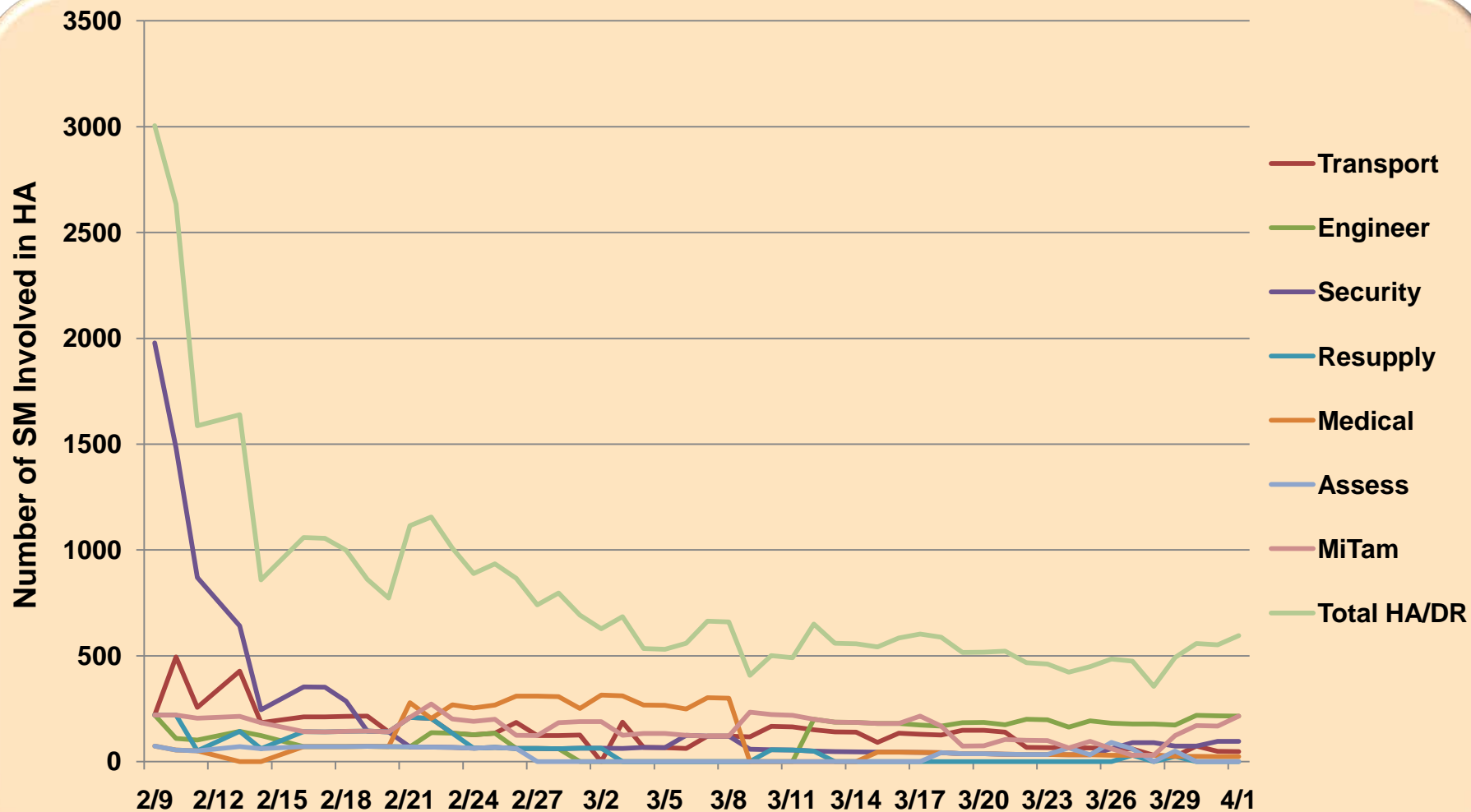
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Debris Removal





Mission Utilization





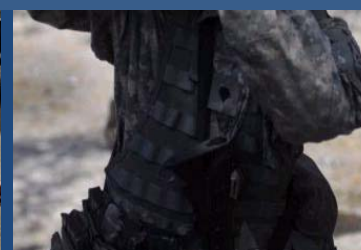
Humanitarian Assistance Observations

Humanitarian Assistance Observations

- HA/DR mission the Interagency & DoD support role
- Overseas Humanitarian, Disaster & Civic Aid (OHDACA)
- DoD-an expensive solution!
- Interagency Capabilities/listen to OFDA

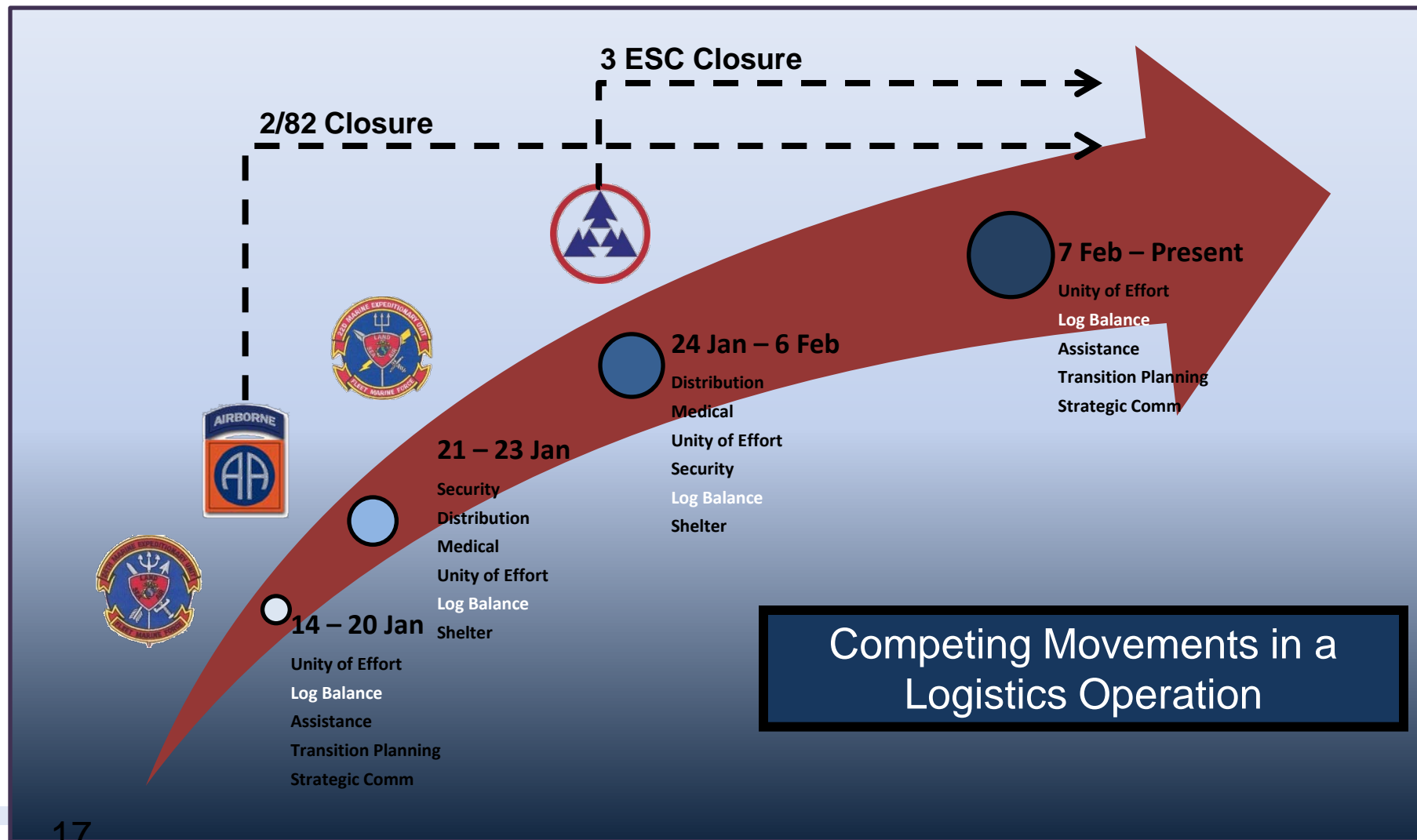
Defining Success/Operational Design

- Challenges in identifying requirements
- Define End State
- Mission Creep
- Perception Management





Force Flow vs Logistics Priority





SC/J4 Lessons Learned

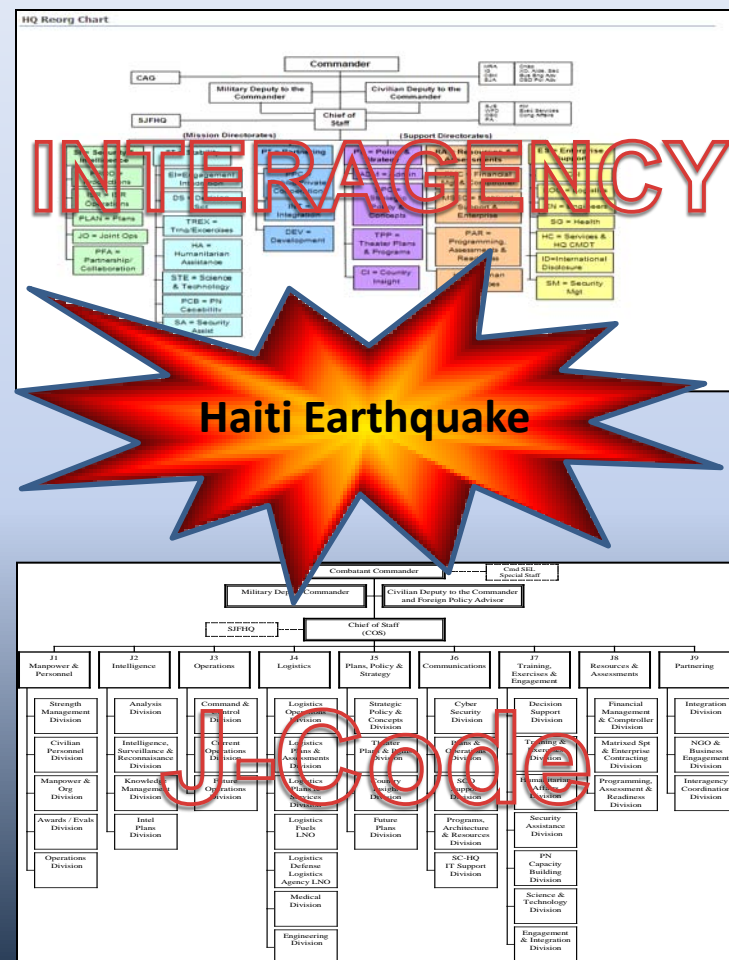
Pre-Earthquake Staff Sub-Directorate

- Internal/External Communication
- Staffing Limitations – Assumed Risk
 - JLOC
 - SDDOC

J-Code Migration Under Fire

- Inadequate Manning – Slow RFF Process
- Medical/Engineering/Contracting
- Interagency integration
- Ops/Log Planning (Future Ops)
- Joint Staff Assistance
- Log Community Coordination

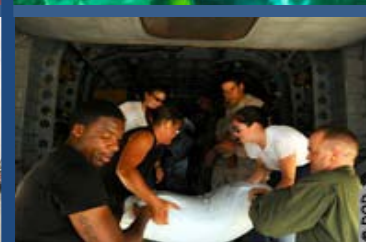
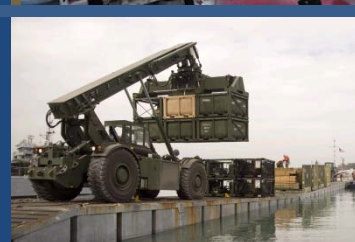
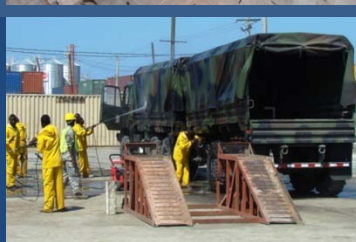
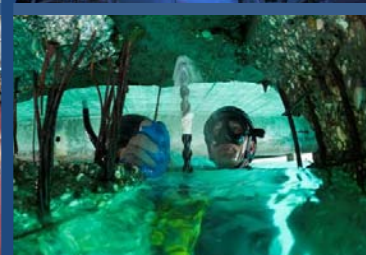
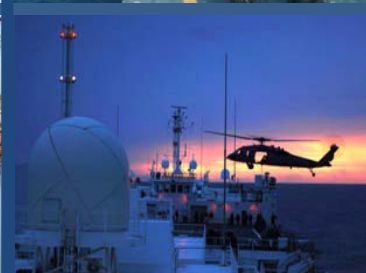
Reserve Mobilization vs Volunteerism
Accountability/JOPES Discipline
Battle Rhythm





Success Stories

- USTC Rapid Port openings (Air/Sea)
- Repatriation of US Citizens
- JLOTS Employment
- Contract Support
- Mortuary Affairs
- Crowley Barge
- WFP Food Surge
- USS Comfort
- COCOM support





Accomplishments

Airport

- Reorganized and operated the Airfield
- 3,952 sorties to Hispaniola (as of 24 MAR)
- 18,351 Short Tons
- 27,000 Passengers
- 16,412 AMCITs & 400 adoptees evacuated
- 120/122 missing AMCIT cases completed; 30 remains evacuated to Dover (28 AMCITS, 2 non-US) (42 total transported to date)
- CAA resumed Haitian control of airspace

Shelter

- Supported distribution of Emergency Shelter for 811K people
- Engineering Assessments of 2,043 structures and 283 acres
- 87 blocks of rubble removed in Port au Prince

Partnership Collaboration

- Coordinated donations of humanitarian supplies worth \$36.2 million pro bono private sector.
- Augmented the mission with 184 NGO medical specialists and translators (36,064 man hours)
- Military planning support for USAID, IGO, NGO
- Strengthening Relationships with the GoH, MINUSTAH, UN, NGOs, IGOs

Secure Environment for HA/DR Operations



Sea Port

- Reopened damaged port
- Doubled port capacity
- 8867 TEU off loaded; 10.3K ST
- Enabled APN to assume security, cargo, and scheduling of port operations
- Repair of South pier in progress – 94% done
- Coast Guard installed Navigational Aid

DOD Medical Support

- 9,758 patients treated
- 1,464 admissions, 8,288 outpatients; 1,025 surgeries
- 255 MEDEVACS
- 75 tons of medical supplies distributed
- 5 Search and Rescue operations

HA/DR

- Sustainable support system confirmed across affected population
- Service Members provided:
 - 2.3M meals
 - 17M pounds of bulk food
 - 2.6M bottles of water





4

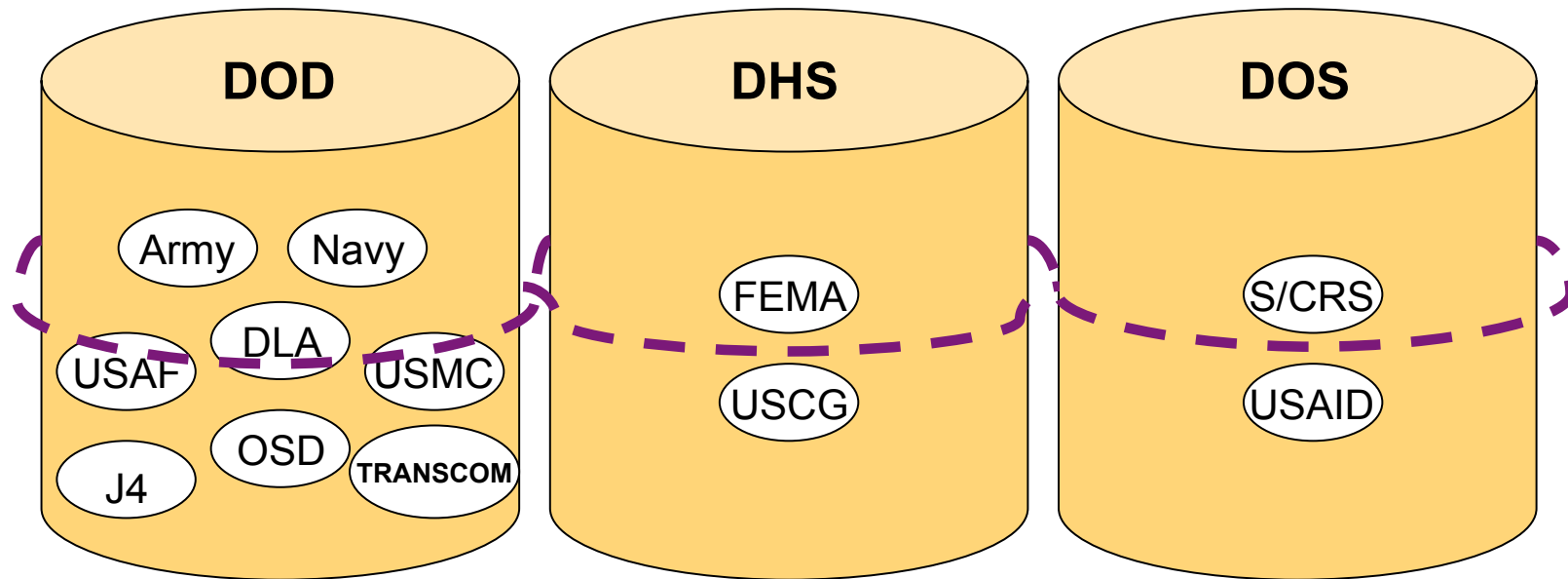
Logistics and the Interagency: Whole-of-Government Initiative

13 April 2010



Where We Are

4



Phase I: Build the trust and momentum needed across agencies



Phase II: Solve more complex, systemic issues as we move forward



Achieved in 6 Months

4



**Quick Win #1:
Ready for Action
(S/CRS & USAID)**

Eliminated undue travel and customer wait time



**Quick Win #2:
Shopping Smart
(All)**

Connected federal-wide interagency contracts with people who need them



**Quick Win #3:
Open Kimono
(DHS & TRANSCOM)**

Set clear expectations with customers on DOD airlift and distribution capacity and cost



**Quick Win #4:
Making Deals
(DHS & DLA)**

Set agreements for supplies and services that Homeland Security and DOD will exchange



**Quick Win #5:
Concierge Service
(DOS)**

Created information sharing capability for interagency partners taking care of DOD members abroad



Why Did it Work?

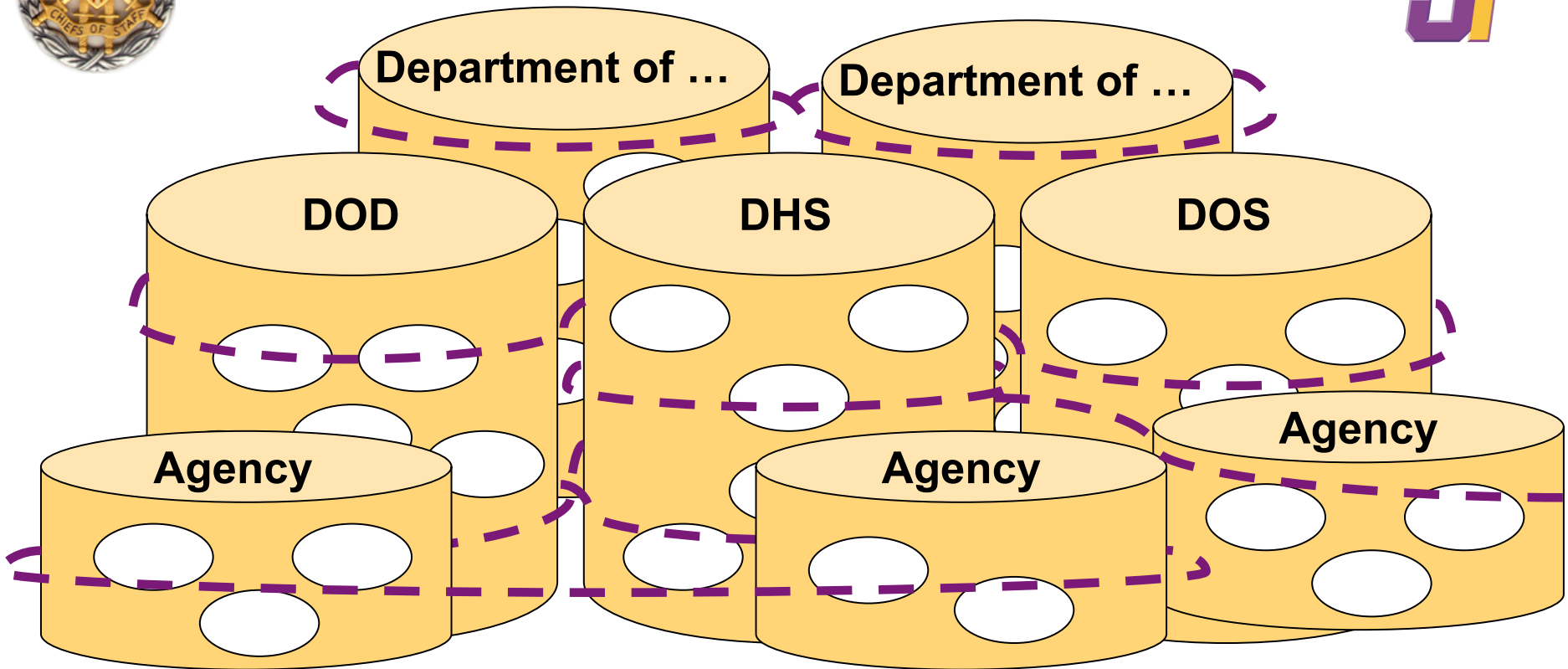


- Leaders owned initiatives...and personally acted for results
- Involved action officers (DIALOG and QW Teams)
- Honest, timely communication
- Main goal was to build trust
- Project outcomes were meaningful



Where We Are Going

4



Expand the sphere of interagency partners and complexity of issues over time



Cultural transformation: seamless partnership across US government logistics



Today's Panel

4

Brigadier General Rick Martin

Africa Command

Deputy Director for Operations and Logistics

Ms. Sharie Bourbeau

Department of Homeland Security

Deputy Under Secretary for Management

Mr. Will Moser

Department of State

Deputy Assistant Secretary of Logistics Management

Ms. Susan Reichle

USAID

Dep. Ass't. Admin, Bureau of Democracy, Conflict, Humanitarian Assistance

Rear Admiral Tom Ostebo

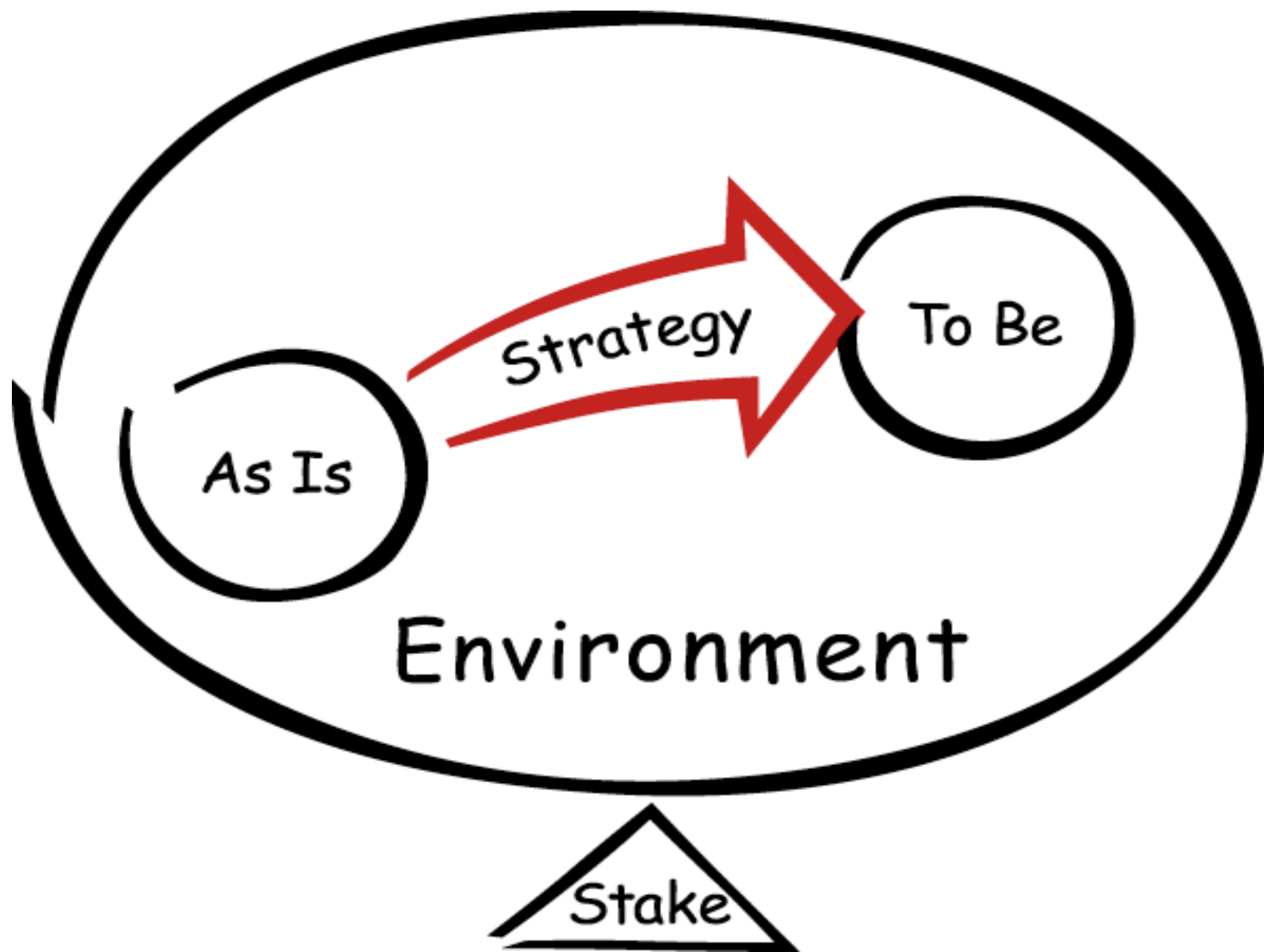
US Coast Guard

Assistant Commandant for Engineering and Logistics

Mr. Chris McGoff

The Clearing, Inc.

Founder and Lead Strategic Consultant





4

QUESTIONS



We Want to Hear From You



Share your thoughts about whole-of-government logistics:

- 13 April at NDIA Conference 1700-1800
- 14 April at NDIA Conference 0900-0930

- Google Site:

<http://groups.google.com/group/whole-of-government-logistics>

- Email Us At:

whole-of-government-logistics@googlegroups.com



2010

A COOPERATIVE STRATEGY FOR 21ST CENTURY SEAPOWER

NDIA

13-15 April 2010

Joint Logistics Fireside Chat



RADM Kathleen Dussault
OPNAV N41

**Director, Supply, Ordnance And
Logistics Operations Division**





JLE Initiative



The Challenge

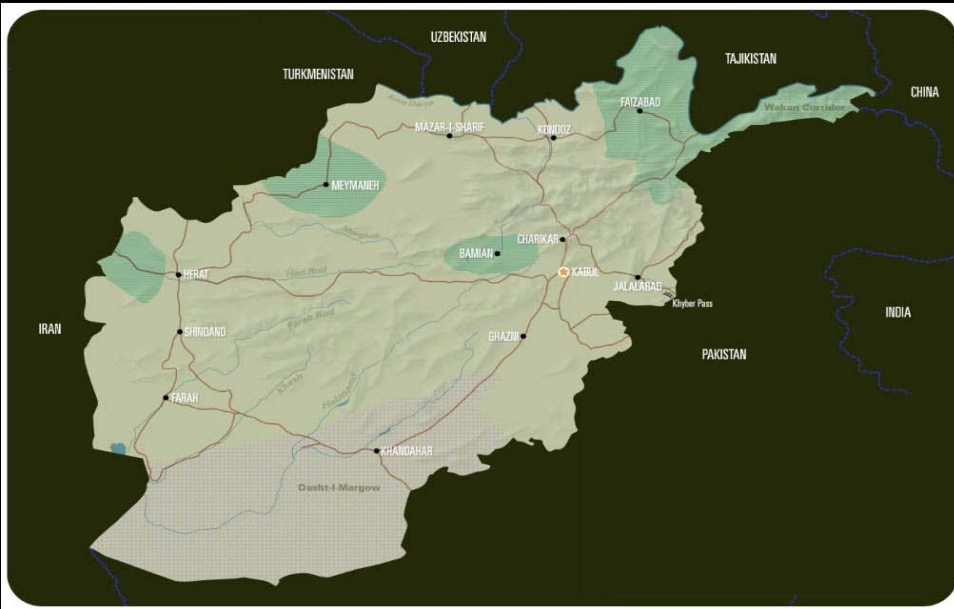
- Navy Construction Force units deploying to AFG experienced steep learning curve under Army support

The Team

- OPNAV N41
- Army G4
- NECC
- 1NCD

The Solution

- Phase 1: Army Mobile Training Team
- Phase 2: NCR Annex D
- Phase 3: Structured Pre-deployment Training





Navy Engagement in Joint Logistics



Network the Enterprise

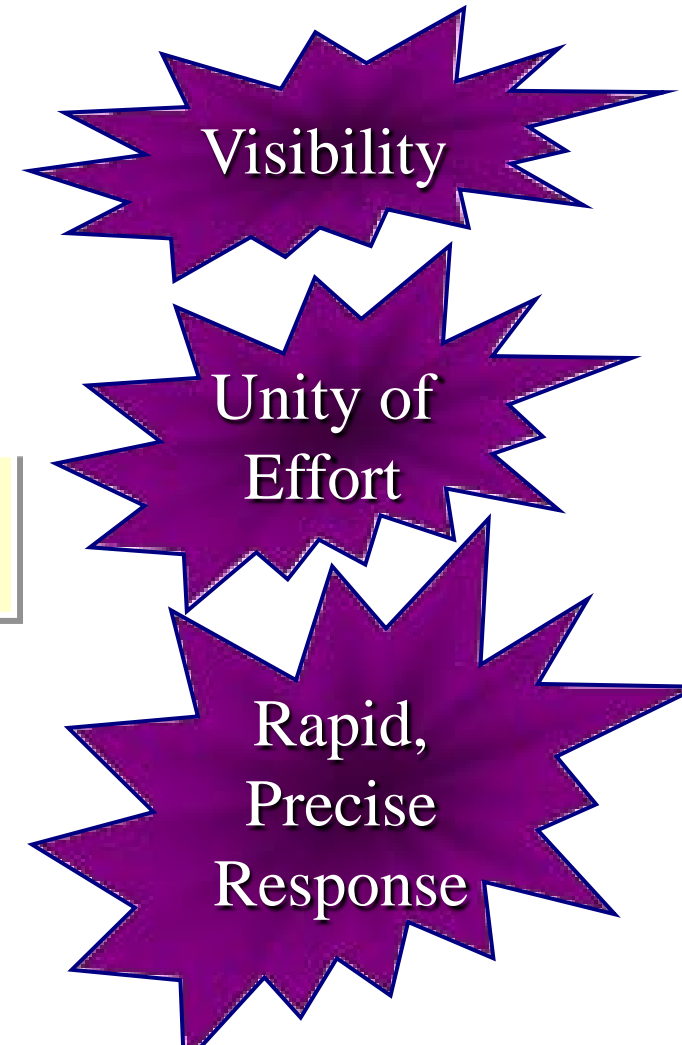
- **Data Philosophy and Architecture**
- **Process Clarity and Transparency**

Optimize the Enterprise

- **Global Processes and Accountability**
- **Support Network Synergy; common outcomes**

Position, Deliver & Sustain Operations

- **Global Risk and Global Response**
- **Global Control**



Maritime Support to JFC Freedom of Action



CNO Quote:



“Total ownership costs are part of my requirements and acquisition decisions – we will not buy a ship if it is unaffordable today and we will not buy it if it will be unaffordable over its lifetime.”

Chief of Naval Operations, Admiral Gary Roughead

(CNO quote from Remarks as delivered at the Surface Navy Association Symposium Banquet, January 14, 2010. Secretary quote from statement before the Senate Appropriations Subcommittee on Defense, March 17 2010.)



Questions?

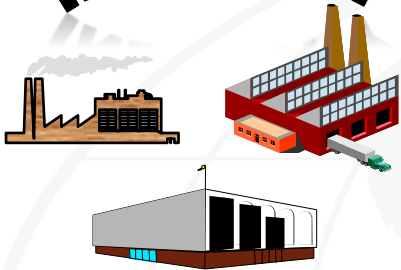
Building the Joint Logistics Enterprise



MILITARY SERVICES



INDUSTRY



National Security Strategy



Integrated Joint Logistics Processes

INTERAGENCY



Multinational Partners



NON GOVERNMENT ORGANIZATIONS



Aligning and Coordinating

Weapon System Life Cycle Support



NDIA Logistics Conference

Miami, FL

April 14, 2010

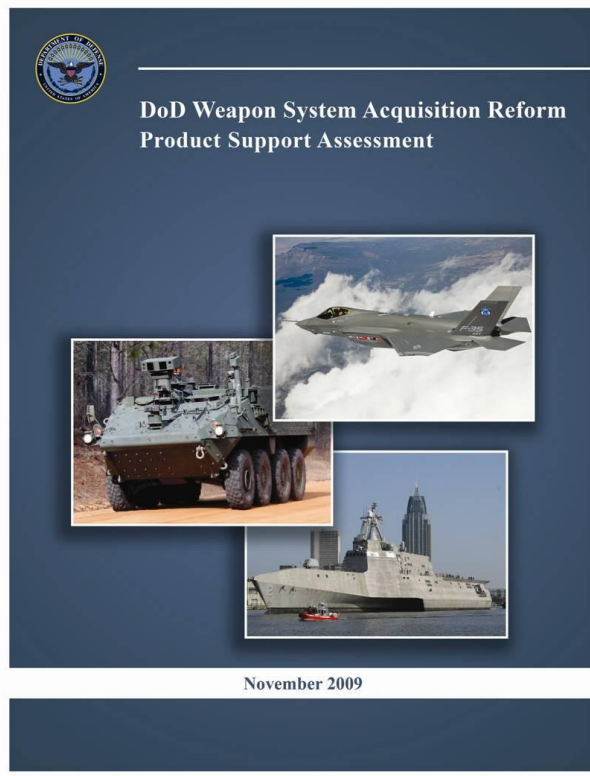


Panel Line-Up

- Mr. Randy Fowler – Assistant Deputy Under Secretary of Defense (Materiel Readiness) – Moderator
- RDML Vince Griffith – Commander, Defense Supply Center Richmond
- RDML Dave Baucom – Deputy Asst. Secretary of the Navy (Acquisition & Logistics Management)
- BrigGen James Kessler – Commander, Marine Corps Logistics Command
- Mr. Lou Kratz – Vice President, Logistics and Sustainment, Lockheed Martin Corporation



DoD Product Support Assessment



Assessment Purpose

- Recommends to senior leadership improvement of existing weapon system sustainment strategy
- Encompasses operational, acquisition, and sustainment communities
- Complements Weapon System Acquisition Reform Act with perspectives attentive to life cycle management and sustainment
- Provides recommendations to improve weapon system readiness and control life cycle cost

- ✓ *Senior Steering Group strongly endorsed report and way ahead*
- ✓ *Final report signed by USD(AT&L) on November 12, 2009*
- ✓ *Implementation Teams Underway*
- ✓ *Thanks to NDIA for participation along the journey!*



DoD Weapon System Acquisition Reform Product Support Assessment

Product Support Business Model:

Provide Program Managers a model template for a weapon system support strategy that drives cost-effective performance and capability for the Warfighter across the weapon system life cycle and enables most advantageous use of an integrated defense industrial base

Industrial Integration Strategy:

Align and expand the collaboration between Government & Industry that produces best value partnering practices

Governance:

Strengthen and develop organization and mgmt processes to deliver the right sustainment information to decision-makers

Metrics:

Use existing metrics to catalyze sustainment strategies and trigger continuous supportability analysis

O&S Costs:

Improve O&S cost visibility and influence

Supply Chain Operational Strategy:

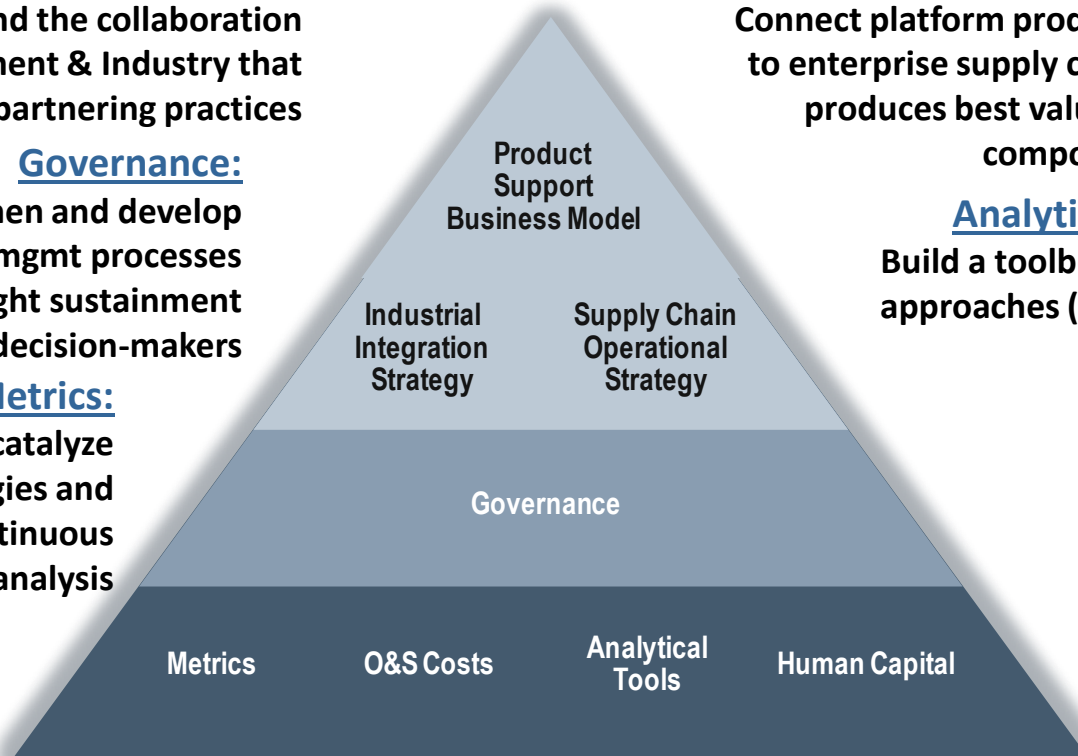
Connect platform product support strategies to enterprise supply chain approaches that produces best value across the DoD components

Analytical Tools:

Build a toolbox of analytical approaches (including BCA)

Human Capital:

Integrate Product Support competencies across the Logistics and Acquisition workforce domain to institutionalize successful traits of an outcome-based culture

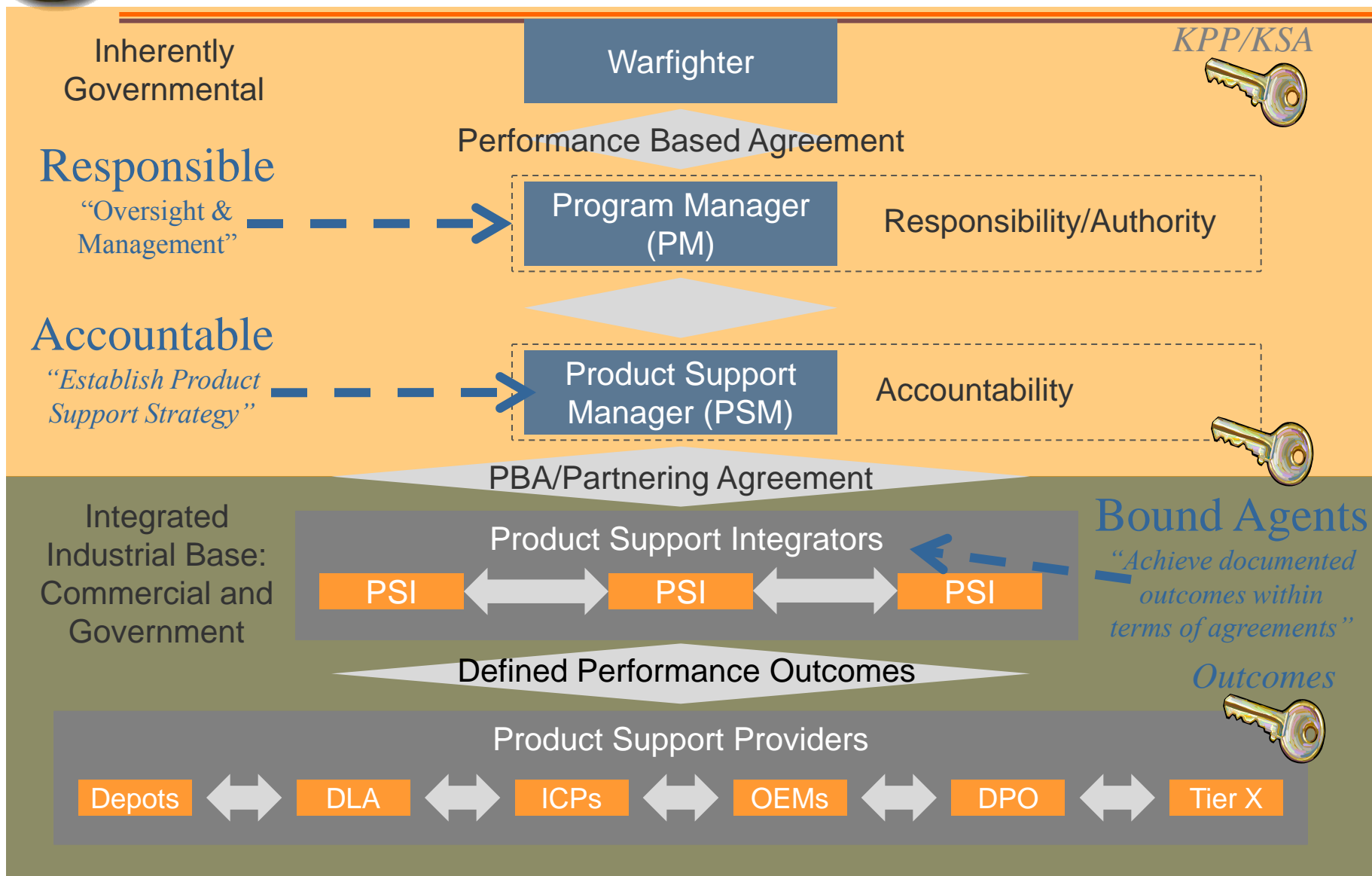


Weapons System Data:

Define, collect, report, and manage the data we need to drive effective Life Cycle Product Support

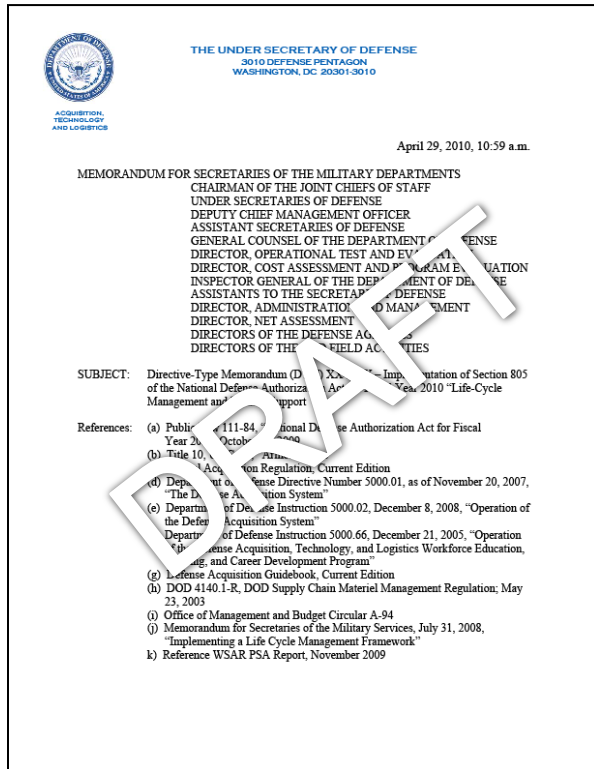


Product Support Business Model





FY 2010 NDAA Sec. 805, Life Cycle Management and Product Support



Attachment 1 - Guidance on LCM and Product Support Strategies

Attachment 2 – Definitions

- Outcome-based (readiness-based) strategies at best-value costs
- Balanced use of DoD and industry resources via stable and robust partnerships
- Maximize competition, or the option of competition for long-term effectiveness
- **Assist PMs in LCM responsibilities via establishment of mandatory product support manager (PSM) positions**
- Assign properly qualified military or DoD employee to PSM positions
- Specifies PSM duties

On track for April 30 guidance issuance

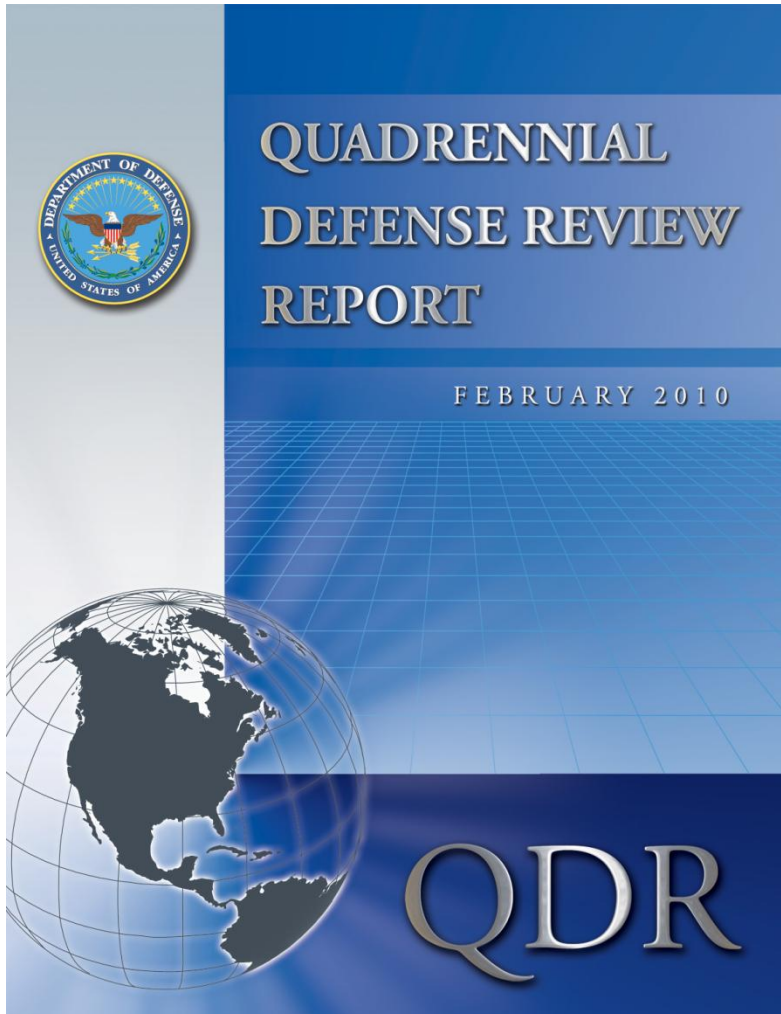


Sec 805 – What's Different?

- **Explicitly establishes a PM help-mate**
- **Strengthens PM authority (funding)**
- **Builds a better Life Cycle Logistics human capital asset**
- **More respect for an integral program management position (front-line)**
- **Potential for many key roles and responsibilities to be performed better**



Quadrennial Defense Review 2010



➤ *Reforming How We Buy:*

Improving program execution

- Employ fixed-price development contracts more frequently
- Constrain added requirements by employing Configuration Steering Boards
- Demonstrate critical technologies and prove concepts prior to initiating engineering and manufacturing development
- Certify technology maturity through independent reviews and technology readiness assessments
- Develop more accurate technical baselines
- Conduct realistic integrated testing as early as possible
- Better align profitability with performance
- ***“Achieve effective life cycle cost management by employing readiness-based sustainment strategies, facilitated by stable and robust government-industry partnerships.”***

➤ *Strengthening the Industrial Base*

- ***“...create and/or sustain competition, innovation, and essential industrial capabilities.”***



DEFENSE LOGISTICS AGENCY

AMERICA'S COMBAT LOGISTICS SUPPORT AGENCY



NDIA 26 Annual National Logistics Conference

V. L. GRIFFITH
Rear Admiral, SC, USN
Commander,
Defense Supply Center Richmond

14 April 2010



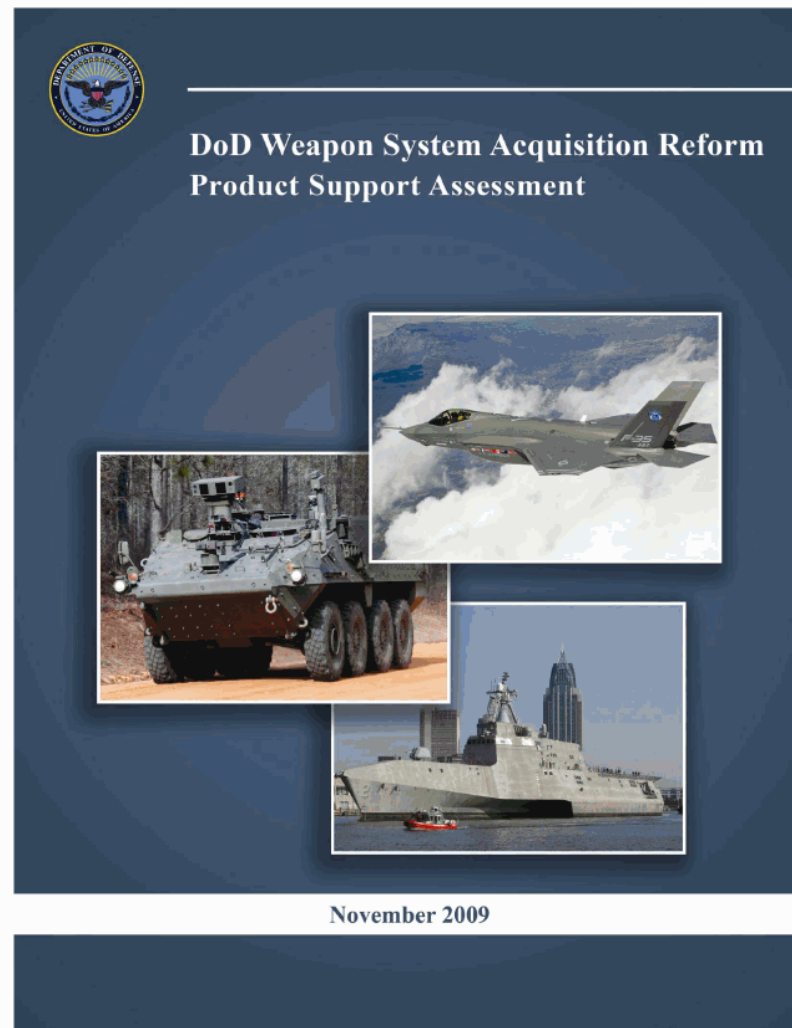
Life Cycle Management: *Influencing Weapon System Logistics*

Assessment – Nov 2009

- Enterprise versus Platform perspective
- No single end-to-end supply chain owner
- Lack of visibility of total costs

DLA Contributions

- Balance Platform support with Enterprise efficiency
- Collaborate with military and commercial partners
- Capture and share total cost





Product Support Management

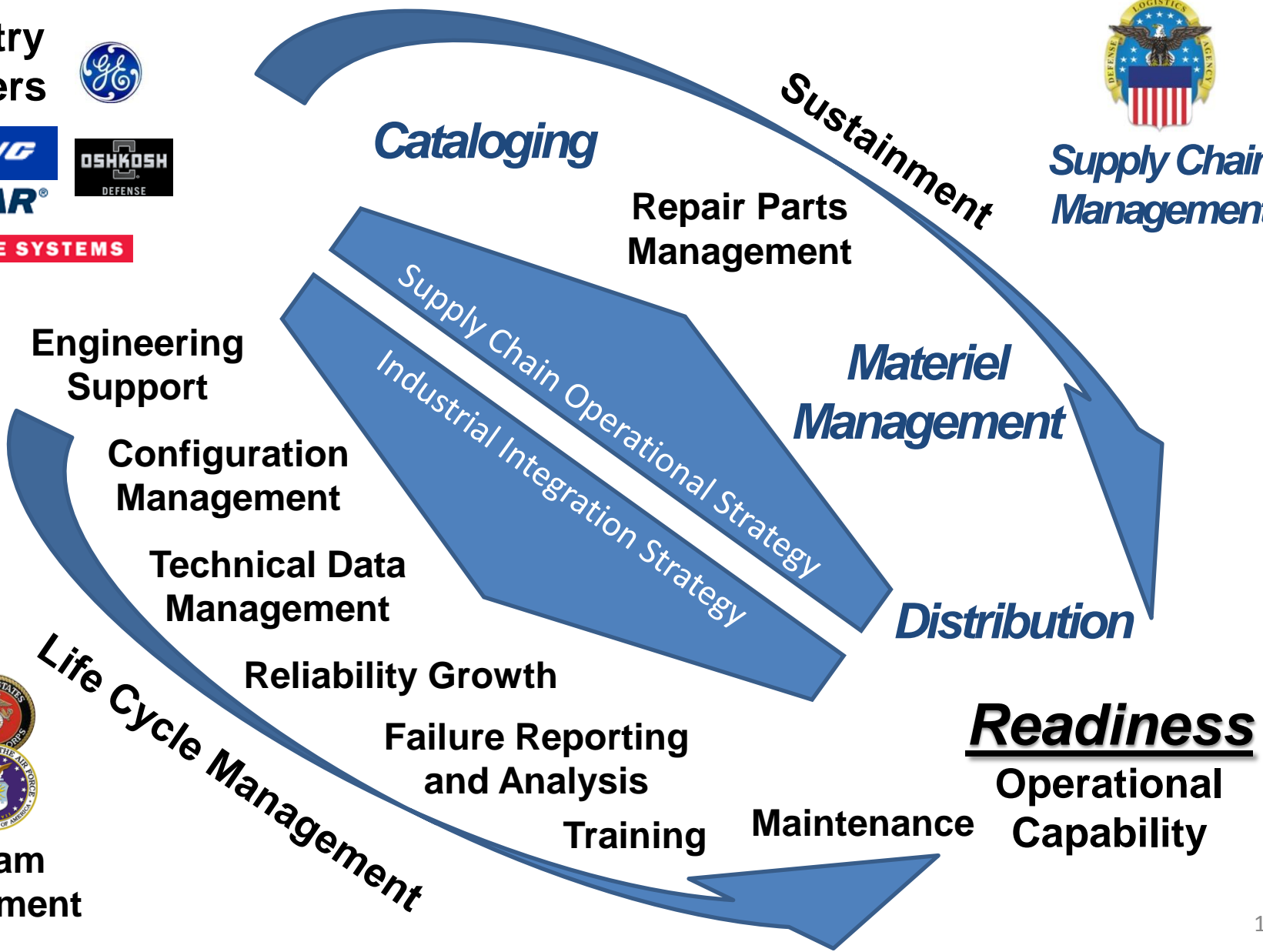
Industry
Partners



BAE SYSTEMS



Supply Chain
Management





Product Support Provider (PSP): *Joint Collaboration with Industry*

MRAP Example

- Partnerships with OEMs and services
- Rapid evolutionary development and deployment (ACAT ID)
- Approaching PSI engagement

**NAVISTAR®****GENERAL DYNAMICS**
Land Systems**BAE SYSTEMS**SECDEF
armor memoJoint MRAP
program est.Initial MRAP
contract

Initial fielding

Cataloging

**17K Items**

Forward repair

Upgrades

Depot support

Theater support

MRAP Family

- 6 OEMs
- 100+ variants
- Engines, transmissions...

35K Items
\$465M FY09

Operation Iraqi Freedom

Operation Enduring Freedom

Dec 04

Nov 06

Jan 07

Apr 07

Sep 08

Today

12K+ Vehicles



Product Support Integrator (PSI): *Partnering with all Sources of Support*

DLA Industrial Support

- Exploit wholesale supply
- Optimize retail supply
- Utilize organic capability
- Integrate DLA and non-DLA material
- Perfect Order Fulfillment (POF) driven execution



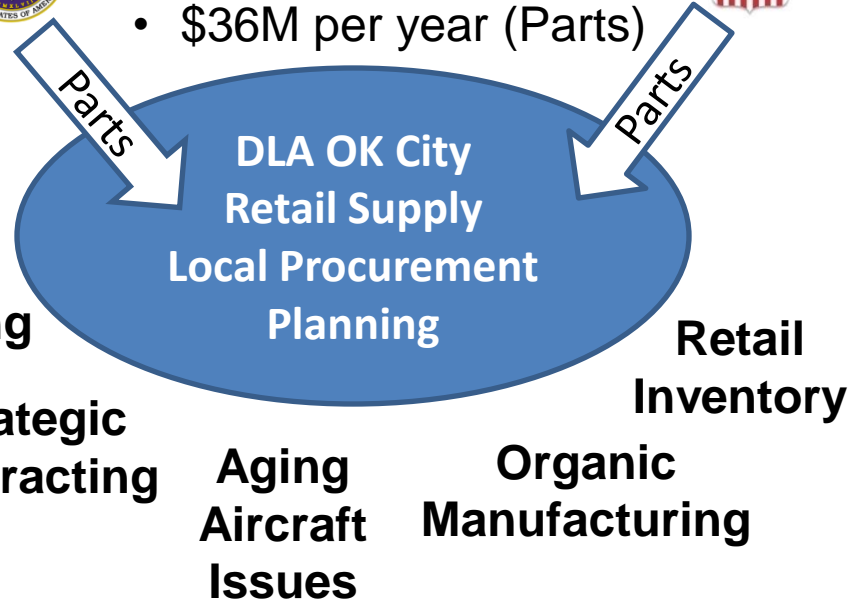
Tech
Data

Forecasting

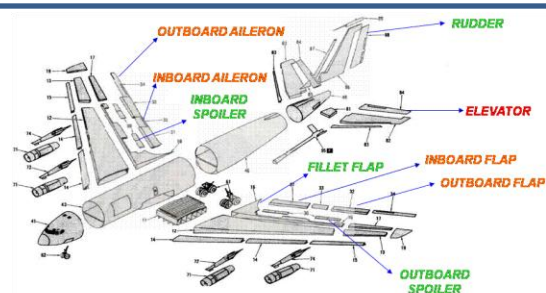
Strategic
Contracting

KC-135 Flight Controls

- 22 End items
- 8,000+ Items
- \$36M per year (Parts)



Depot
Maintenance





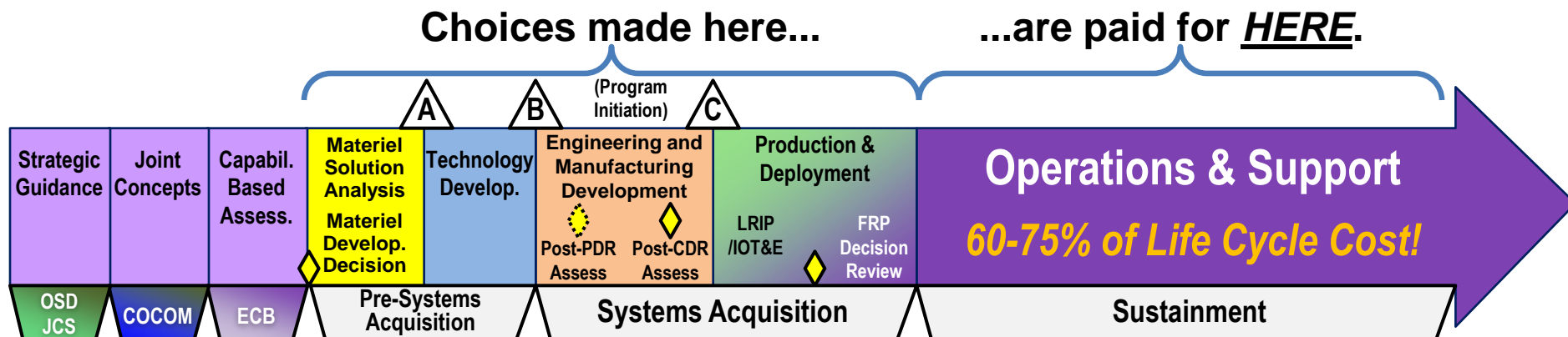
Product Support Decisions: *Optimizing Total Logistics System Value*

Considerations

- Balance cost/risk/capabilities
- Focus on performance and manage by facts & outcomes
- Decision drivers:
 - Availability
 - Reliability
 - Affordability

DLA Contribution

- National (global) supply system
- Sustainment commitment through disposal
- Global/theater deployable





Product Support Manager and DLA: *Partnering to Sustain the Warfighter*

Product Support Manager

- Weapon system view
- Enabling metric POF

Takeaways

- Understand support contribution of enterprise
- Understand support strategy impact enterprise
- Collaborate w/DLA

DLA

- Supply chain view
- Objective metric POF

Takeaways

- Understand support contribution to weapon system
- Understand weapon system support costs
- Collaborate w/PSM

Shared Vision...Optimum Warfighter Support

DEFENSE LOGISTICS AGENCY

AMERICA'S COMBAT LOGISTICS SUPPORT AGENCY





Naval Weapons Systems Life Cycle Support



RDML Dave Baucom
Deputy Assistant Secretary of the Navy
(Acquisition and Logistics Management)
April 14, 2010

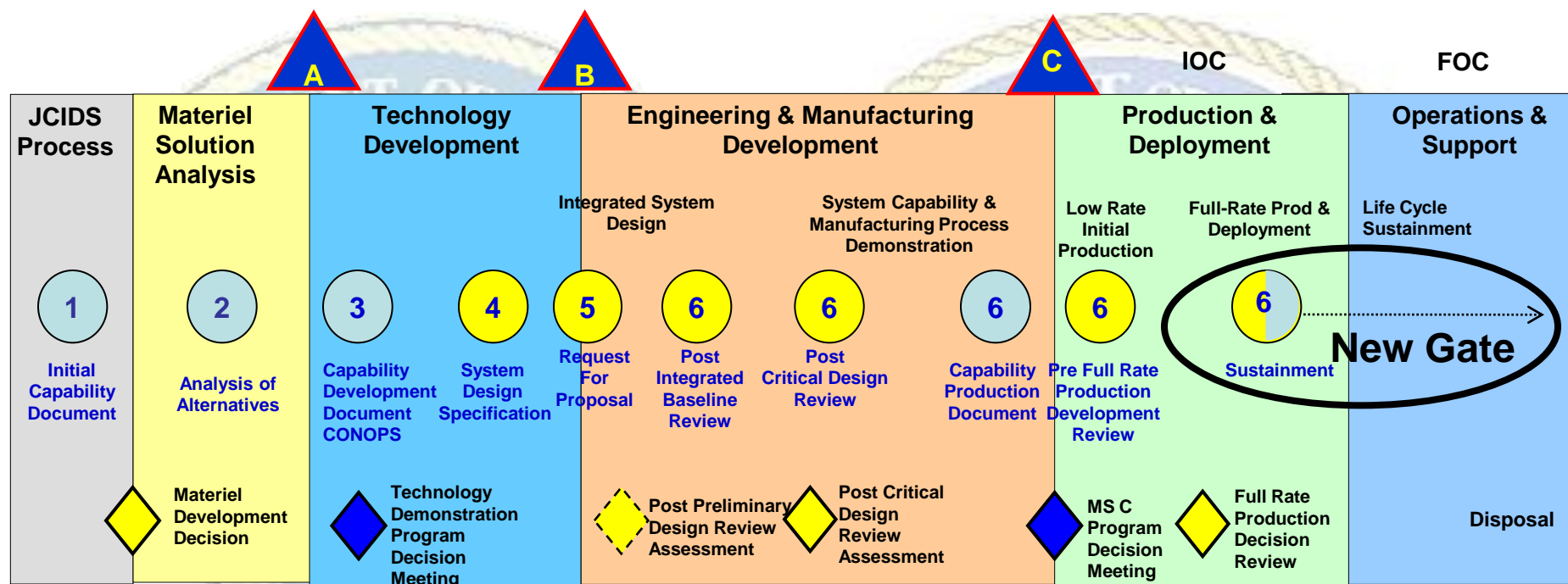


2 Pass / 6 Gate Process

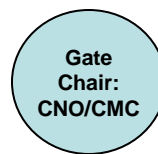
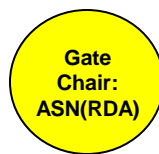
DON Requirements

Acquisition

Program Initiation at Milestone B



Legend:





Gate Review Core and Program Health

Gate 5 (RFP)	Membership	Entrance Criteria	Goals/Exit Criteria	Briefing Content
Purpose: RFP Approval and MS B PDM (if applicable), Assess Affordability Briefer: PM	Chair: ASN(RD&A) Principal: VCNO/ACMC, ASN(FM&C), NOON, N8/DC, P&R/DC, CD&I, N1/DC, M&RA, N2/N6, N3/N5/DC, PP&O, N4/DC, I&L, DON CIO, PDASN, WE Lead &/or USFF/MARFOR, SYSCOM, PEO/DIRSSP As required: CNR, DC, Avn Advisory: ASN(RD&A)CHSENG, DASNs, N80, N81, N82, N81D, N091, USFF(N8), HQMC(CL, PA&E), OGC, DASN(FME), DASN(C&E), SYSCOM Cost Director, Resource Sponsor, DirNIPO, OPFA, COTF/MCOTEA	1. Approved SDS and Technical Data Package 2. Approved Acquisition Strategy 3. Completed Cost Review Board 4. RFP has been reviewed by the Source Selection Authority (SSA) and reviewed by principal and advisory members/staffs 5. Approved TEMP 6. Approved alternate Live Fire Test and Evaluation (LFT&E) plan and an approved LFT&E waiver from full up testing 7. Completed Service review of Life Cycle Sustainment Plan	1. Approval for RFP release, and the next acquisition event, as authorized by the Acquisition Strategy 2. Authorization to proceed to Milestone B DAB or approval of Milestone B if MDA is ASN (RD&A) 3. Approve APB and Full Funding Certification for MS-B 4. Acknowledgement of CSB recommended capability changes. Approval to proceed to R3B/MROC, or CNO/CMC, for assessment and Service approval 5. Satisfactory review of Program Health	1. Review capability and threat 2. Acquisition Strategy 3. Program Schedule 4. RFP content and issues 5. All critical data deliverables and related intellectual property right issues addressed 6. Demonstration that financial, logistics, and Procurement functions have agreement on the appropriate and compliant level of Acquisition detail 7. MS-B SCP, assumptions, and cost Curves by appropriation 8. Cost drivers by phase and by KB include specific cost reduction strategies 9. TOC Planning 10. Cost arrayed in accordance with NCCA policy (i.e. MIL HDBK 881 and OSD CAIG protocols) 11. ILA results and Life Cycle Sustainment Plan 12. Updated assessment of doctrine, organization, training, materiel, leadership & education, personnel, & facilities (OTMPLPF) change requests 13. Job Task Analysis, Front End Analysis, Final Training System Plan, and Manpower Estimate 14. Summarized results of CDR (if applicable) 15. Environmental issues/impacts 16. Review the overall Test and Evaluation program and results of key test events 17. Interdependencies 18. Configuration Steering Board (CSB) 19. Program Health 20. Program Health

“Core” = Detailed information germane to the Gate Decision

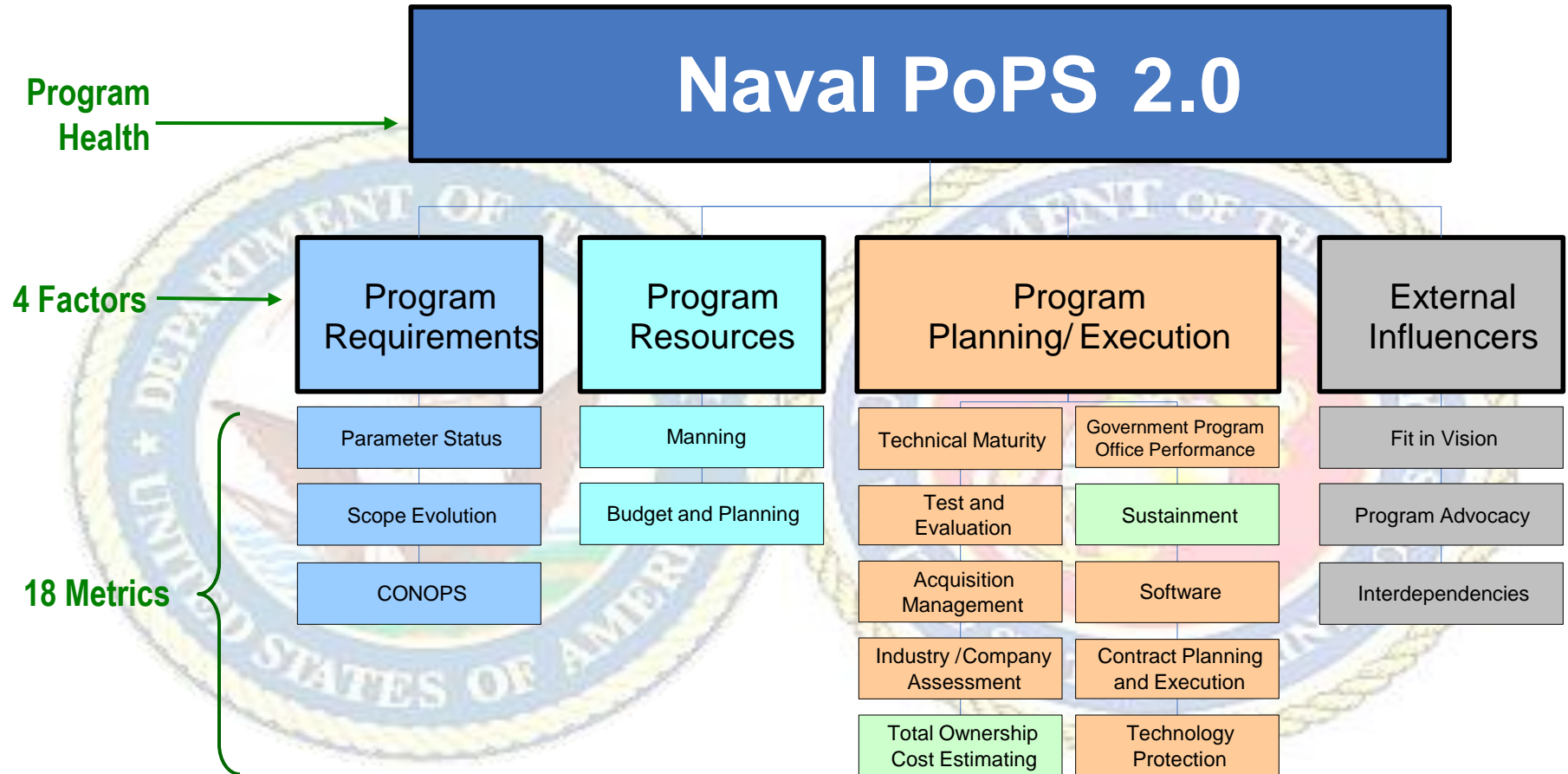
“PoPS” = Holistic view of overall program health and readiness to proceed

11. ILA Results and Life Cycle Sustainment Plan

- Used during Gate Reviews and anytime Program Health is discussed

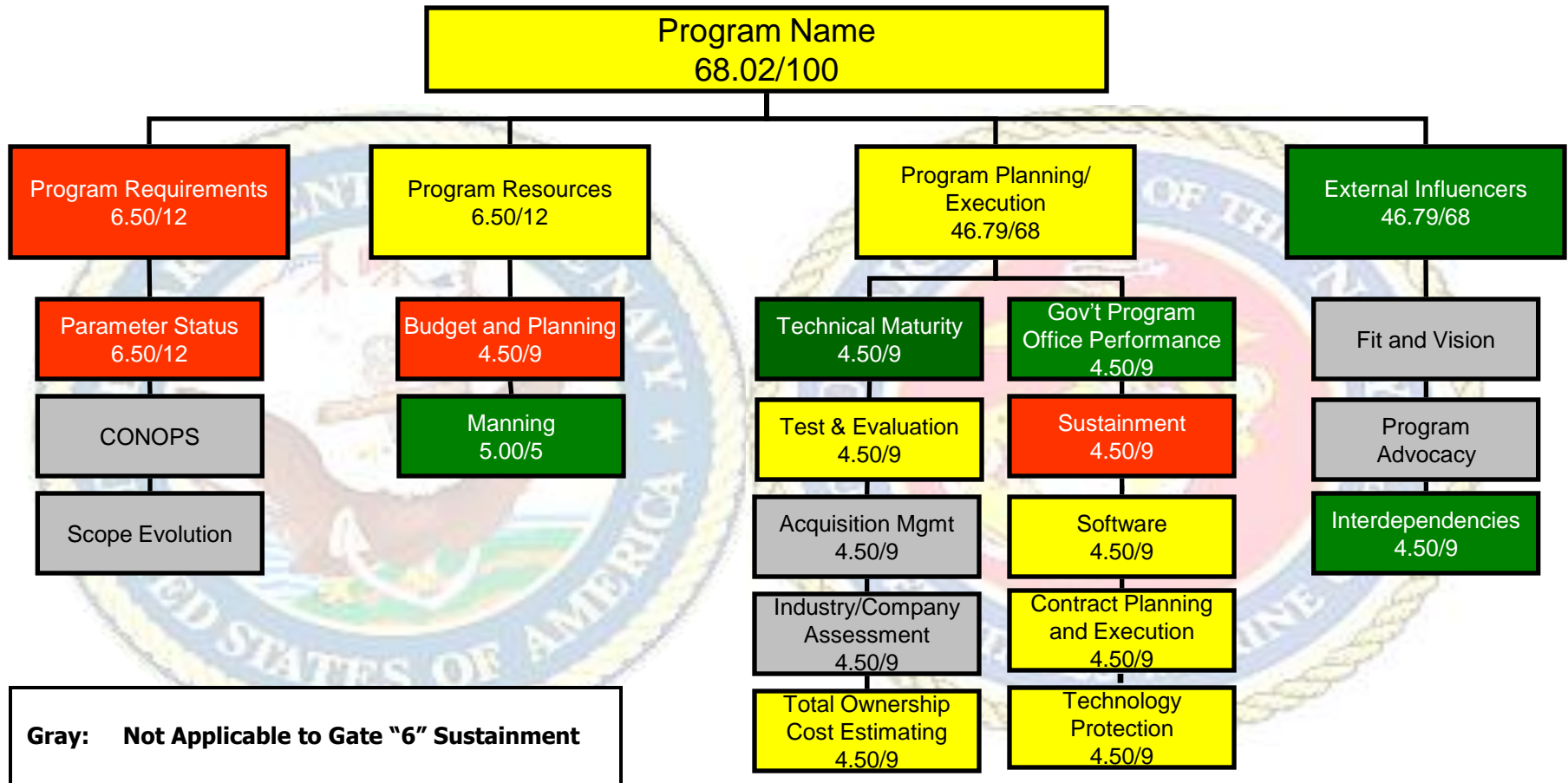


Probability of Program Success





PoPS Program Health Scoring – Gate 6 (Sustainment)



PROPOSED



PoPS Scoring:

Gate 6 – Sustainment (Draft) Criteria

Total Ownership Cost Estimating	Gate 6 Sustainment	6.sust.8.1	Post-Initial Operational Capability (IOC) cost estimates and the projection of the Total Ownership Cost (TOC) Objective versus Service Cost Position (SCP) baseline are substantiated by assessed fielded systems performance, operations, and sustainment related expenditure to date.
Sustainment	Gate 6 Sustainment	6.sust.11.1 (critical criteria)	Sustainment program logistically supports all system performance capabilities introduced to date, such that Key Performance Parameter/Key System Attribute (KPP/KSA) capability parameters are assessed to meet threshold levels.

USMC Life Cycle Product Support: The “Single Battle Concept”



Brigadier General Jim Kessler
Commanding General
Marine Corps Logistics Command

Logistics Solutions for the Warfighter



Marine Corps Life Cycle Product Support: More Than a Procurement Decision

- Recognizing it's more than a "PM-centric" view of Life Cycle Management
- Integrating USMC strategic imperatives into the process
 - Future warfighting concepts and requirements
 - Current acquisition and sustainment procedures
 - Early sustainment planning and development
 - Advocacy for combat readiness of the MAGTF
 - Shaping logistics policy





Marine Corps Life Cycle Product Support: “...An Indivisible Entity...”

“...focus the efforts of all the elements of the force to accomplish the mission.”

Life Cycle Management
Governance

Sustainment strategy
development and execution



Program
Management

Future warfighting capabilities
development and integration

Advocacy for MAGTF combat power



Marine Corps Life Cycle Product Support: Capitalizing on Strategic Capacity

Critical Value of the Service-owned Depots

- Reliability
- Endurance
- Flexibility





Marine Corps Life Cycle Product Support

Questions

Weapon System Life Cycle Support

14 April 2010

Lou Kratz
Vice President
Logistics & Sustainment
Corporate Engineering & Technology

- **Changing Environment**
- **Industry Efforts**
- **Government Efforts**
- **Path Forward**



- **Weapon System Acquisition Reform Act**
- **Product Support Assessment**
- **NDAA, Section 805**
- **Quadrennial Defense Review**



DoD Weapon System Acquisition Reform Product Support Assessment



November 2009

- **Outcome-based sustainment**
- **Clear accountability**
- **Enhanced business model**
- **Extended industrial integration**

Industry Efforts

Logistics & Sustainment



F-22 Raptor: Leading the Way

Logistics & Sustainment

- Outcome-based
- Best from Gov't
- Best from Industry
- Sustained Air Dominance



Government Efforts



- End to End Supply Chains
- Life Cycle Management
- Performance Based Partnership
- Joint Logistics Wargames

- **Develop outcome-based metrics**
- **Refine analytic tools and BCAs**
- **Further develop DoD workforce**
- **Implement outcome-based sustainment for fielded systems**

Logistics Information Technology

The most critical enabler, from Industry to the Warrior and back again

- **MG Jim Chambers,** Commander, Army Sustainment Center of Excellence
- **Mr. Gary Motsek,** Assistant Deputy Under Secretary of Defense, Program Support
- **Mr. Keith Seaman,** Defense Business Systems Acquisition Executive, BTA
- **Mr. Joe Sifer,** Senior VP, Information Technology, Booz Allen Hamilton
- **Mr. Jay Erb,** VP, Integrated Support Services, GDIT



**United States Army Combined Arms Support Command
Sustainment Center of Excellence**



NDIA Conference Logistics Information Technology 13 April 2010



**MG James E. Chambers
Commanding General**

Supporting a Campaign Quality Army with Joint and Expeditionary Sustainment Capabilities

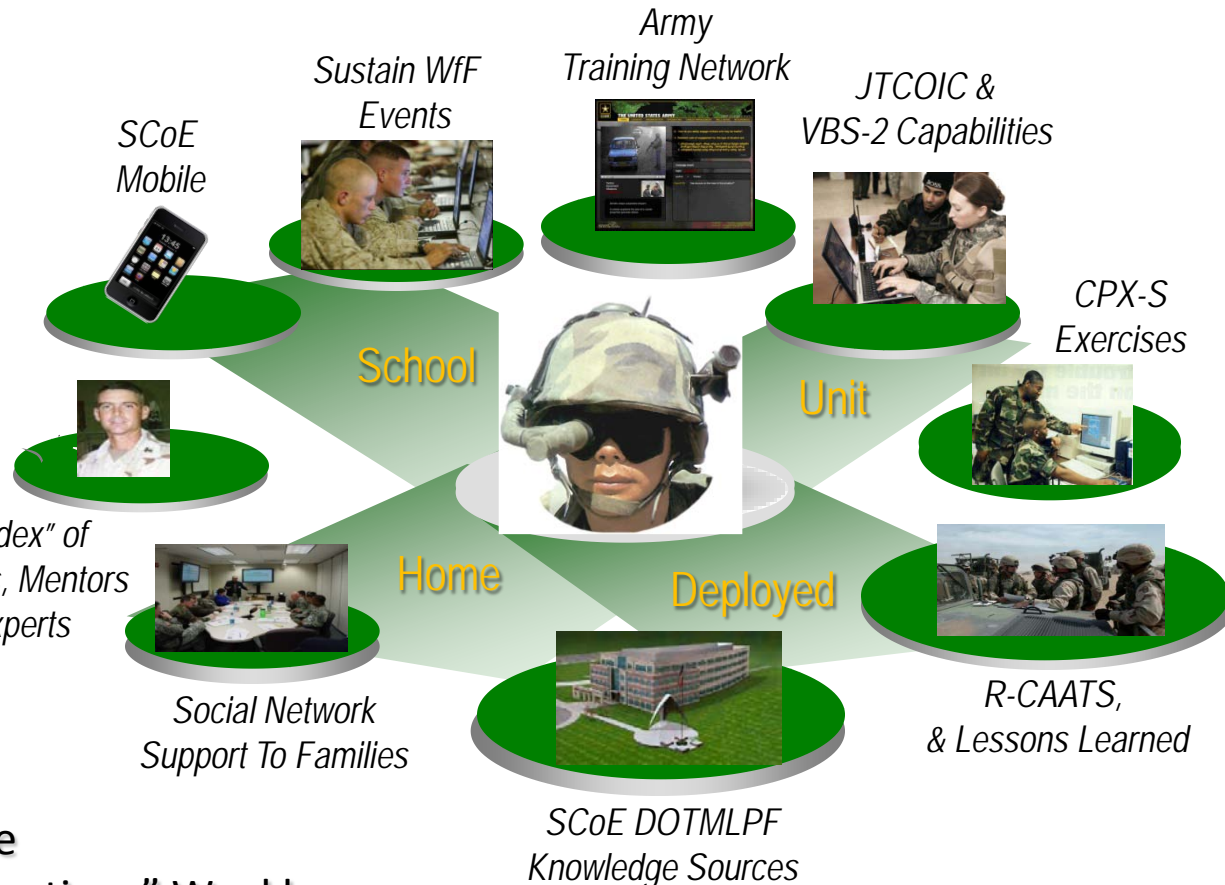


Sustainment Knowledge Network (SKN)

Using KM to Empower Learning, Performance and Adaption



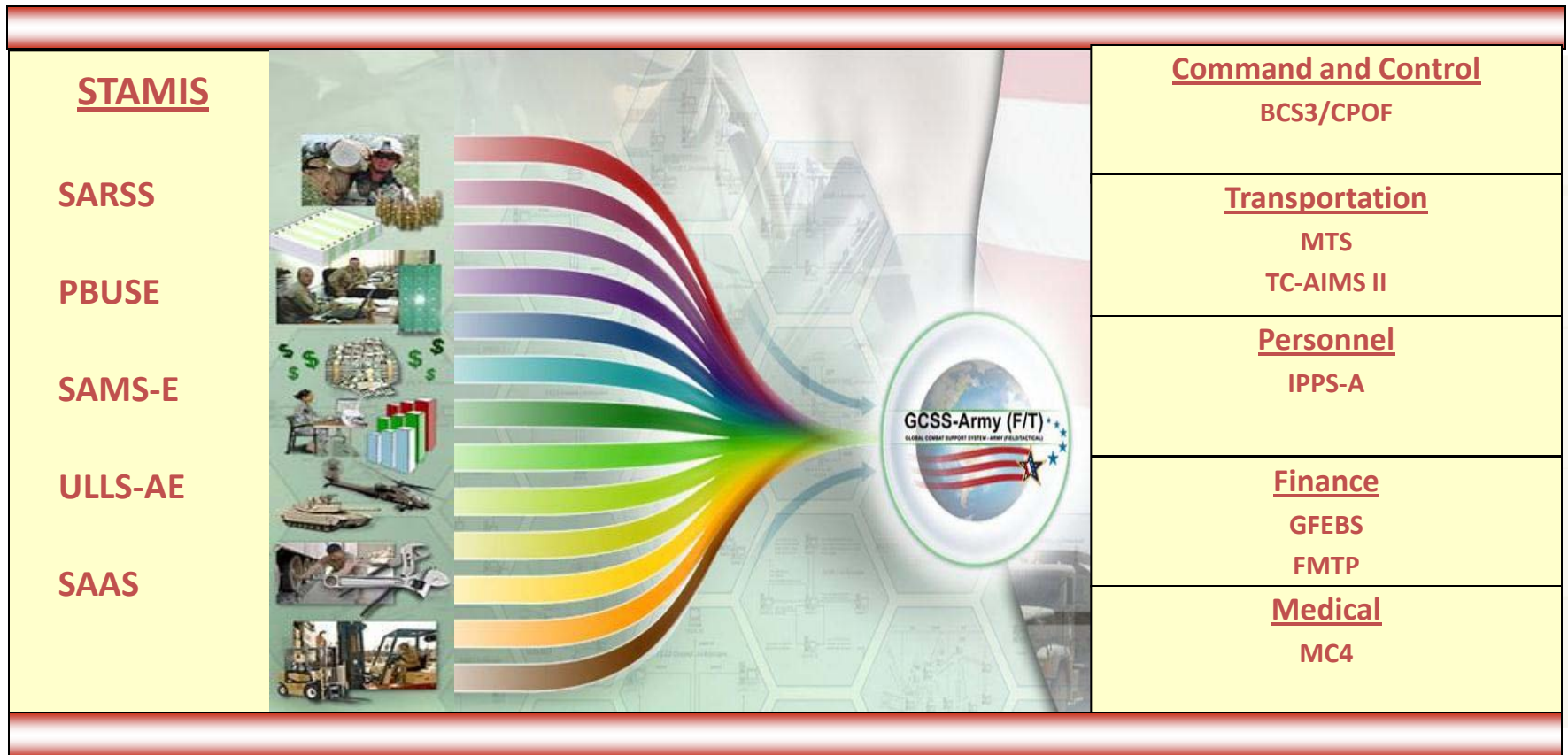
Learner Centric Environment



Objective:

- ✓ Beyond "Brick & Mortar"
- ✓ Supporting 449,000 Worldwide
- ✓ Over 11,000 "knowledge transactions" Weekly
- ✓ SCoE Presence on SIPR, NIPR and Social Networking Domains
- ✓ Coupling SCoE with Operational Environment...OIF, OEF and Haiti Relief Ops

Sustainment Automation Systems

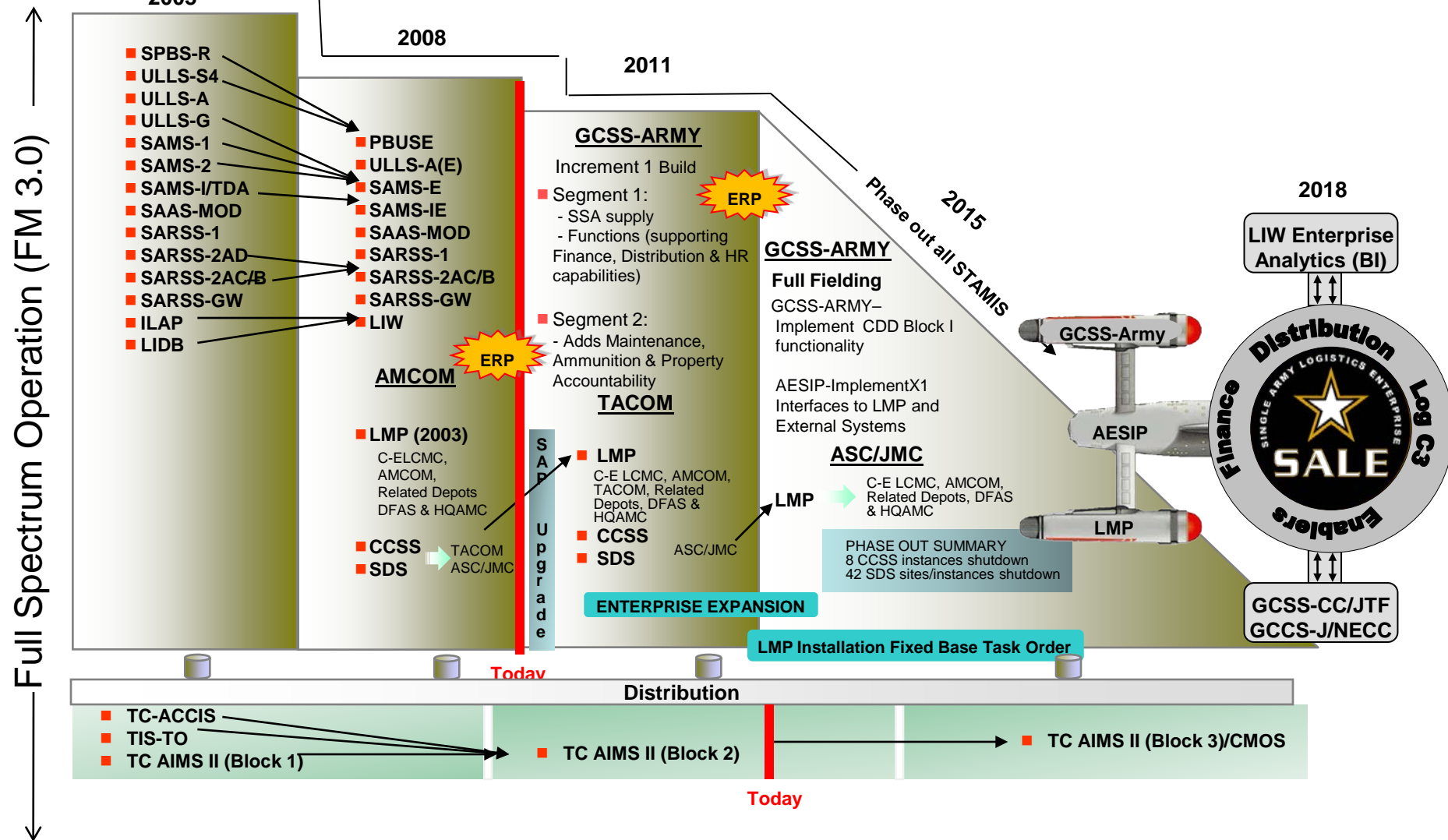


End State

- ✓ One system
- ✓ One view
- ✓ One truth
- ✓ From user to theatre level

Legacy To Future Enterprise

Path to one integrated logistics enterprise...





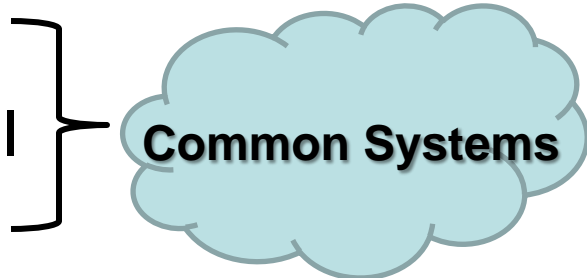
Big Ideas



➤ Accuracy-Eliminating Reporting

➤ Sustainment Common Ground

- Fuel
- Water/CL I
- Ammo



The seal of the Department of Defense is visible in the background on the left side of the slide. It features an eagle with a shield, holding an olive branch and arrows, with a constellation of stars above its head. The words "DEPARTMENT OF DEFENSE" and "UNITED STATES OF AMERICA" are inscribed around the border.

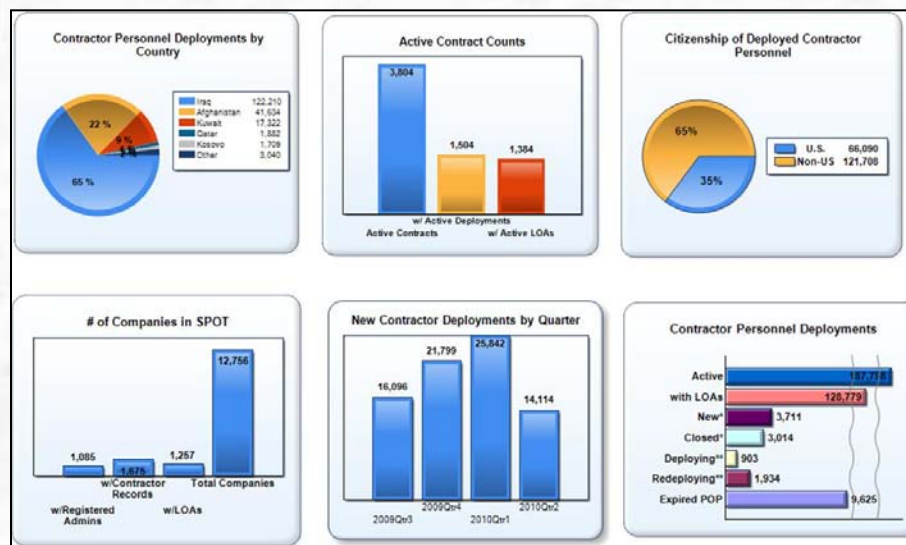
NDIA National Logistics Conference

Logistics Information Technology – Visibility and Accountability of Contractors Supporting Contingency Operations

**Mr. Gary Motsek
Assistant Deputy Secretary of Defense
(Program Support)
April, 2010**

Synchronized Predeployment and Operational Tracker (SPOT)

- Web-based system
- Supports system integration with authoritative data sources, such as the Federal Procurement Data System- Next Generation (FPDS-NG) for contract information and Defense Manpower Data System (DMDC) for personnel information
- Allows verification of a person's identity in theater, tracks movement, and provides theater commanders up-to-date visibility into contractor assets and capabilities



Letter of Authorization

LETTER OF AUTHORIZATION			DATE OF REQUEST
REQUIRING ACTIVITY (e.g. Army Contracting Agency)			GOVT AGENCY POC Doe, John
GOVT AGENCY POC PHONE 123-456-7890			GOVT AGENCY POC EMAIL lskdjsd1@tst.com
NAME (Last, First, Middle Initial) Jones, Stanley	SSN / FIN xxx-xx-1234	DATE OF BIRTH 8/1/1960	PLACE OF BIRTH
HOME ADDRESS		CITIZENSHIP United States	PASSPORT # / EXPIRATION 1234567890123 12/31/2010
		DEPLOYMENT PERIOD START Wednesday, August 01, 2007	DEPLOYMENT PERIOD END Monday, September 01, 2008
EMAIL sf@skj@tst.com		THEATER EMAIL test.data@us.army.mil	
CLEARANCE LEVEL w/ AGENCY None	CLEARANCE DATE (MM/DD/YYYY) Monday, January 01, 0001	JOB TITLE Action Officer	SUPERVISOR / MANAGER NON-SUPERVISOR / NON-MANAGER <input checked="" type="checkbox"/> <input type="checkbox"/>
COMPANY (full name) XYZ Company	COMPANY POC Smith, Jane	COMPANY POC TELEPHONE 123-456-7890	COMPANY POC EMAIL skdjljk@tst.com
CONTRACT NUMBER/ TASK ORDER X121234/ABC7890	CONTRACT PERIOD START 12/12/2006	CONTRACT PERIOD END 12/12/2012	CONTRACT ISSUING AGENCY (e.g. DARPA)
NEXT OF KIN (NOK) NAME	NOK RELATIONSHIP	NOK TELEPHONE	NOK ALTERNATE TELEPHONE
IN-THEATER CONTACT		CONTACT'S PHONE 02803802394208	CONTACT'S EMAIL skdflkjsd@tst.com
COUNTRIES TO BE VISITED Belgium		GOVERNMENT FURNISHED SERVICES	
PURPOSE Test data		<input type="checkbox"/> APO/FPA <input checked="" type="checkbox"/> Bileting <input checked="" type="checkbox"/> Commissary <input checked="" type="checkbox"/> DFACS <input checked="" type="checkbox"/> Medical/Dental <input checked="" type="checkbox"/> Medical/Dental <input checked="" type="checkbox"/> Mil Clothing <input checked="" type="checkbox"/> Mil Issued Equip <input checked="" type="checkbox"/> MVAR <input checked="" type="checkbox"/> Authorized Weapon <input checked="" type="checkbox"/> CAC/ID Card <input checked="" type="checkbox"/> Dependents Authorized <input checked="" type="checkbox"/> DoDI Essential <input checked="" type="checkbox"/> Fuel Authorized <input checked="" type="checkbox"/> Mil Banking <input checked="" type="checkbox"/> Mil Exchange <input checked="" type="checkbox"/> Milair <input checked="" type="checkbox"/> Transportation	
FUND CITE w/ BILLING ADDRESS Fund Cite Fund Address, fund City, 55848 United States			

Validation that the contract allows the contractor to carry a weapon

Authorization for government-provided medical care

Interoperable bar code; provides unique identification

The government organization specified above, in its mission support capacity under the contract, authorizes the individual employee identified herein, to proceed to the location(s) listed for the designated deployment period set forth above. Non-supervisory positions shall be rated GS-12 or equivalent. Supervisory / Managerial positions shall be rated as GS-13 or equivalent. Upon completion of the mission, the employee will return to the point of origin. Travel being performed is necessary and in the public's service. Travel is in accordance with FAR 31.205-36 and the maximum per diem allowable under the appropriate travel regulations (Joint Travel Regulation (for AK, HI and outlying areas of the United States and US possessions), Federal Travel Regulation for CONUS and US Territories, and Dept of State's Standardized Regulations for OCONUS Foreign Areas designated by DOS).

Emergency medical support will be determined by the appropriate supported commander. Contractor authorization aboard military aircraft will be determined by the supported commander. Necessary identification badges will be determined and provided by the supported command.

This Contractor is considered as "Key Personnel, Government Civilian" in connection with "Non-Combatant Evacuation Orders" at the civil service grade indicated above.



Capability Improvements

- Integrating SPOT with the Biometric Identification System for Access (BISA)
- Established a Secret Internet Protocol Router Network functionality allowing classified and sensitive contract and contractor information to be available through SPOT
- Awarding a contract that will bring together classified and unclassified data systems under a management tool (Total Operational Picture Support System – TOPSS)
- Working to streamline the SPOT registration process by assessing the ability of government data systems to integrate industry-generated credentials

SPOT Enterprise Suite

SPOT NIPR – SPOT deployed on the Non-secure Internet Protocol Router Network

SPOT SIPR – SPOT deployed on the Secure Internet Protocol Router Network

JAMMS – Joint Asset Movement Management System

TOPSS – Total Operational Picture Support System

Complexities

- Integrating SPOT with the Biometric Identification System for Access (BISA)
- Interagency and international cooperation
- Early deployment to future contingencies
- Common Access Cards; government and federated



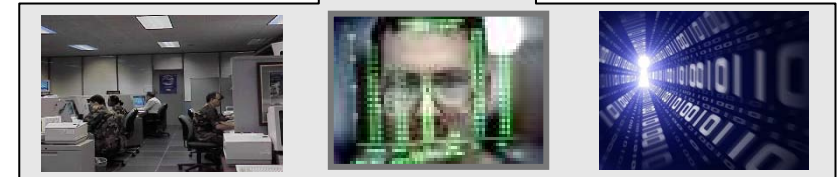
Questions / Comments

DBSAE Mission and Vision

Deliver Business Capability to Warfighters



Be recognized as a World Class Acquisition Organization and Trusted Provider of Transformational Business Capabilities



Develop, operate, and drive successful implementation of Combat Support Business Enterprise Solutions for the Warfighter that deliver a solid Foundation for Sovereign Operations for the United States of America

Accomplished through:

- Transformation and Innovation
- Transitioning proven systems to sustainment
- A Trained, Agile and Ready Workforce;
 - Skilled
 - Motivated
 - Ethical
 - Diverse

**Rapid Acquisition
On Schedule & On Cost**



FY10 National Defense Authorization Act directs a “New Acquisition Process” based on DSB... must be designed to include:

- Early and continued user involvement
- Multiple, rapidly executed increments or releases of capability
- Early, successive prototyping to support evolutionary approaches
- Congressional report in in 270-days
- Modular open-system approach



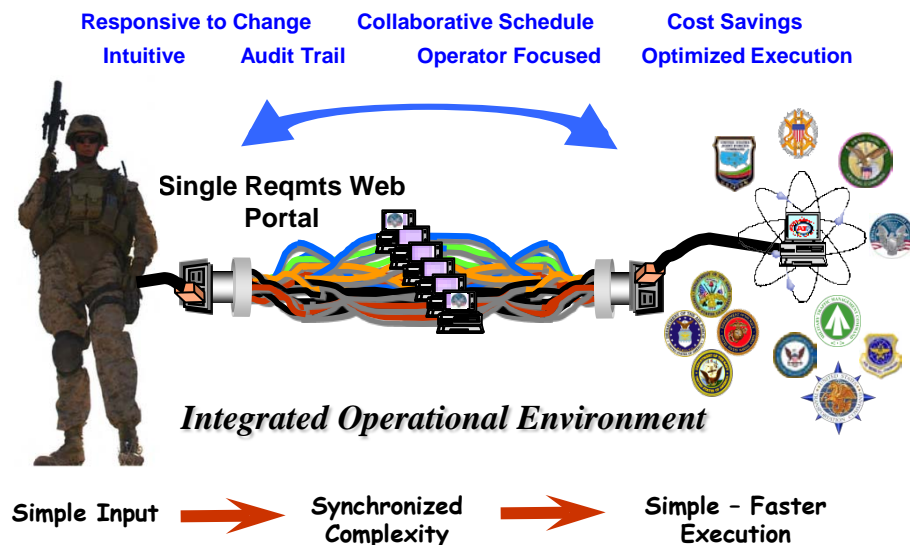
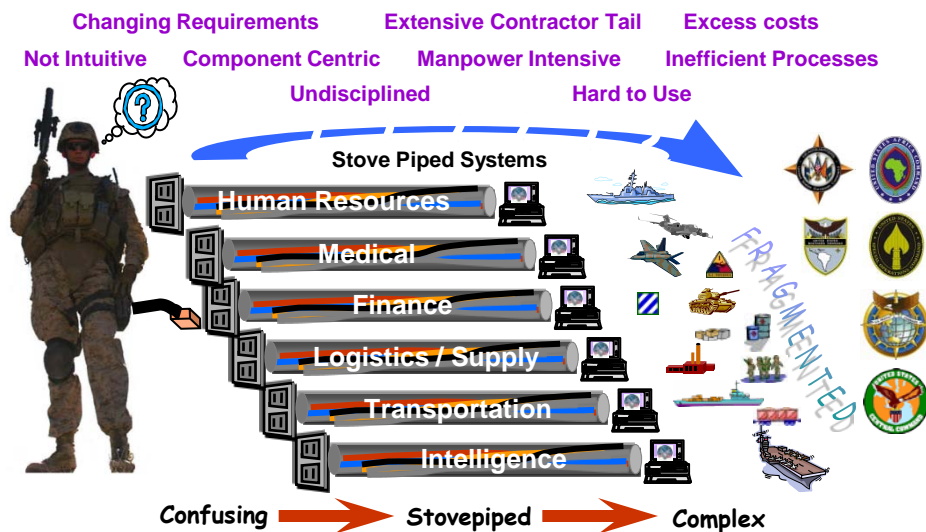
16 (a) **New Acquisition Process Required.**—The
17 Secretary of Defense shall develop and implement a new
18 acquisition process for information technology systems.
19 The acquisition process developed and implemented pursuant to this subsection shall, to the extent determined appropriate by the Secretary—





DBSAE Transformational Vision

Deliver Business Capability to Warfighters



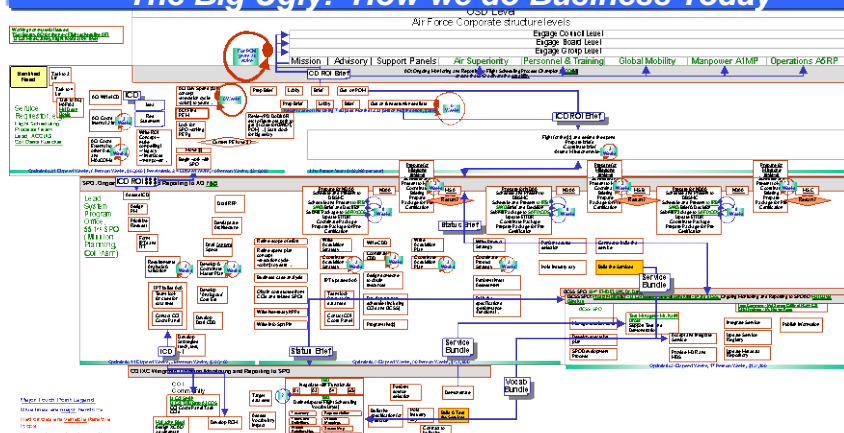


Transforming Acquisition

Deliver Business Capability to Warfighters

Where is the equivalent in Corporate America????

The Big Ugly: How we do Business Today



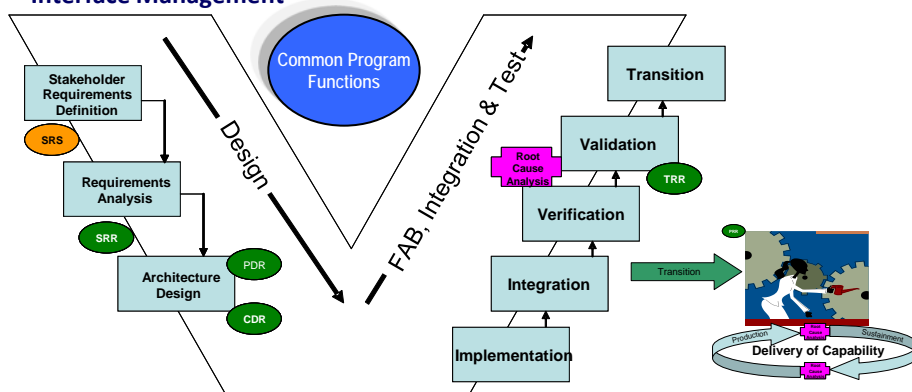
Still Rearranging the Deck Chairs

Engineering Management Processes

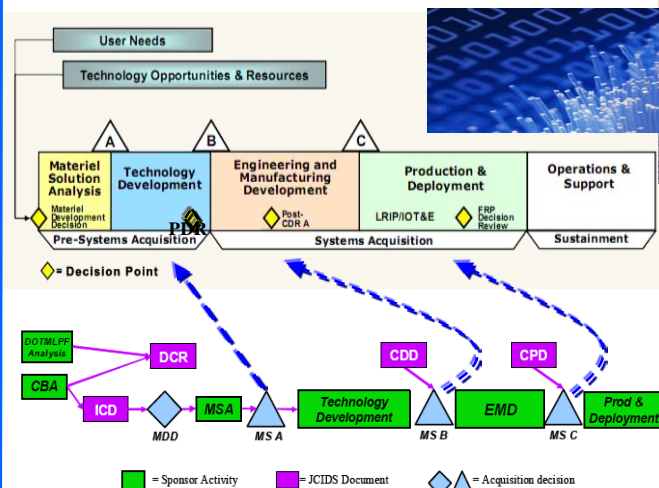
- Decision Analysis
- Technical Planning
- Technical Assessment
- Requirement Management
- Risk Management
- Configuration Management
- Data Management
- Interface Management

Technical Engineering Reviews

- ITR
- ASR
- SRR
- SFR
- PDR
- CDR
- TRR
- SVR (FCA) /PRR
- PCA
- ISR

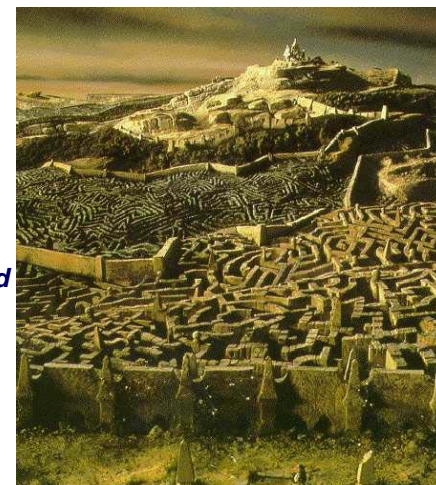


JCIDS and Acquisition Linkage



The "Gotchas" of Application Implementation

- Expectations not properly managed and become inflated
- Project delivery overshadows the value delivery
- Improper deployment strategy selected
- Personnel issues are minimized
- Fail to consider context of the Life Cycle
- Processes added, then fail to eliminate the old



Business Systems \neq Weapon Systems





PURCHASE TO PAY PROCESS

The diagram illustrates the Purchase to Pay process flow, which consists of five sequential steps represented by colored boxes within a large arrow shape:

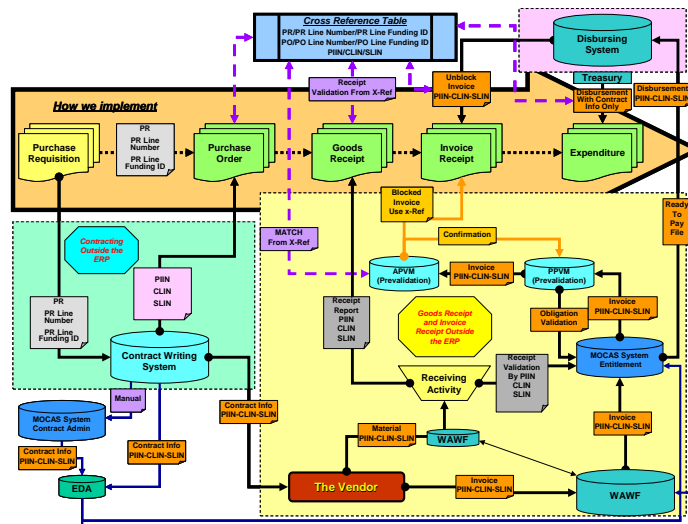
- Purchase Requisition** (Yellow box)
- Purchase Order** (Green box)
- Goods Receipt** (Green box)
- Invoice Receipt** (Green box)
- Expenditure** (Green box)

Below the first three steps, there are boxes indicating that a Purchase Order, Goods Receipt, and Invoice Receipt can be created from a Reference Info (PR, PO Line Number, PO Line Funding ID):

- Purchase Order** can be created from this Reference info:
 - PR
 - PR Line Number
 - PR Line Funding ID
- Goods Receipt** needs this Reference info:
 - PO
 - PO Line Number
 - PO Line Funding ID
- Invoice Receipt** needs this Reference info:
 - PO
 - PO Line Number
 - PO Line Funding ID

Below the last step, there is a box indicating that an Expenditure needs a Ready to Pay File Document Number:

- Expenditure** needs this Ready to Pay File Document Number



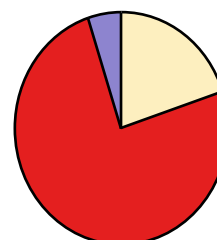
- **Acknowledge** current IT solutions are not adequate – corporate solutions are available
- **Determine** operational processes must change to align
- **Commit** Senior Leadership to new methodology
- **Enforce** change discipline from top to bottom echelons



Major Events

Traditional Consultant Staffing Model

High-End Consultant Staffing Model



Strategy

■ Process Analysis

Package Configuration

Generate PR/Build Solicitation & Solicit Requirement



Solicitation

Post Architect Designs or Views



Solicit Requirement

Support Evaluation of Offers & Select Vendors



Vendor Registration



Vendor Certification
(Section K of Contract)



Excluded Parties List



Past Performance
Information of Contractor

Sends data
to PPIRS

Award & Administer Contract



Auto or Manual
Interface



.pdf and
XML sent



Annual Performance of
Contractor

Invoice & Payment

Subcontracting Data



Interface



Vendor
Validation



Vendor

Vendor Submit
invoice



Approve
Invoice to get
Paid



Contract
Close out

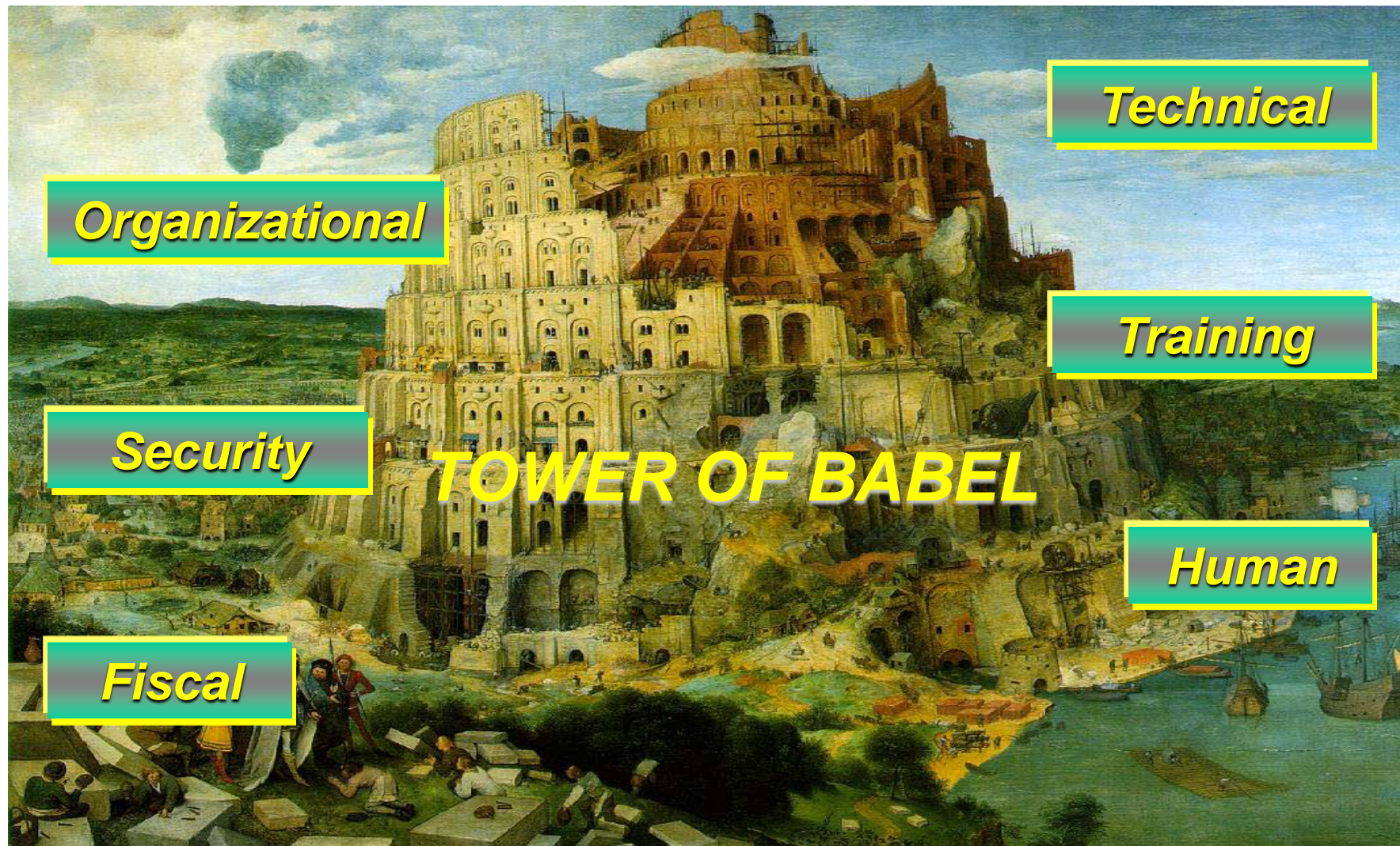
Sends data
to FPDS



Contract Close Out



Challenges to Progress



It's Not About Technology... It's About Capability